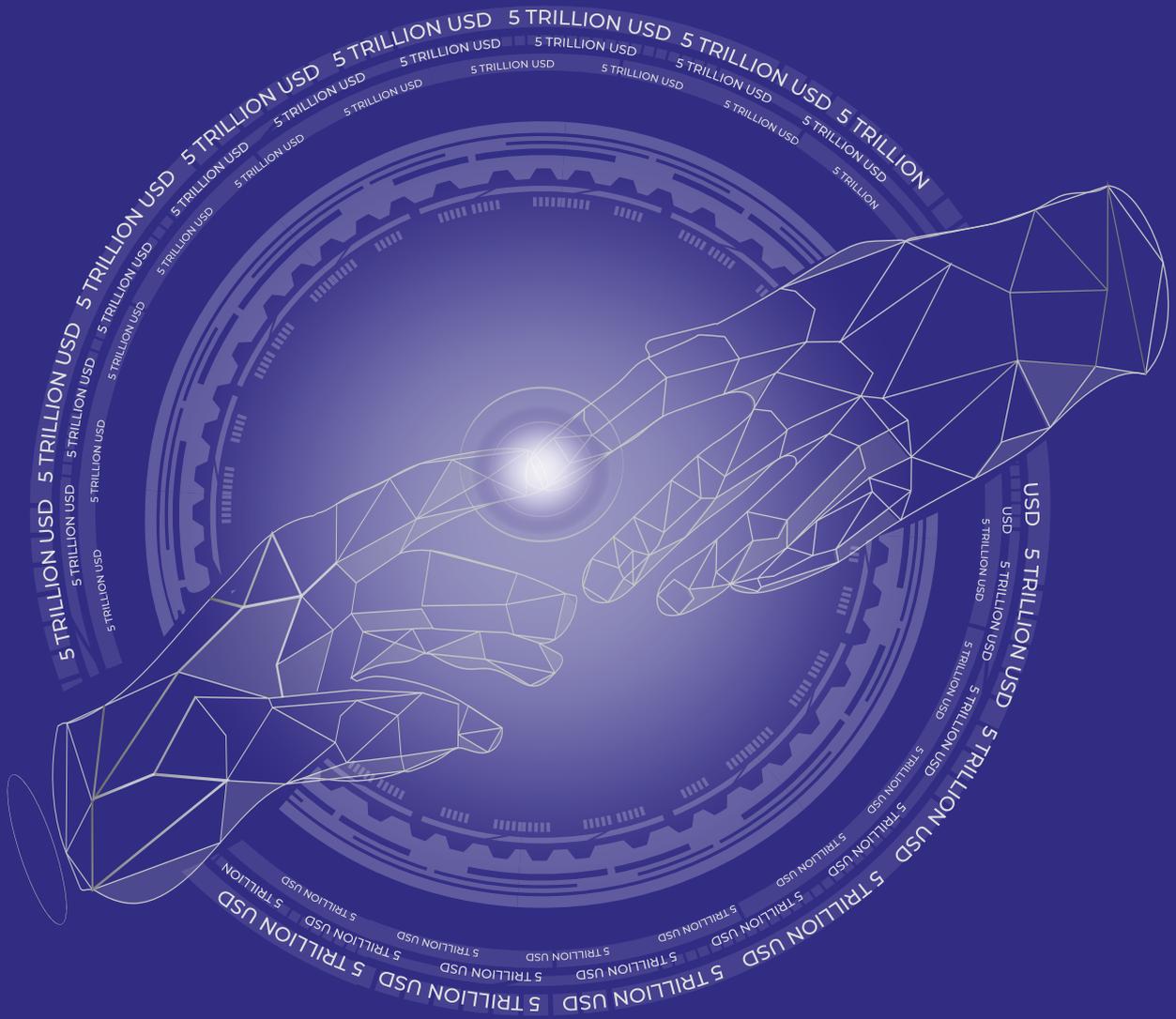


INDIA SKILLS REPORT 2020

Reimagining India's Talent Landscape for a \$5T Economy



POWERED BY
Wheebox
Measuring World's Talent and Skill Potential

taggd.

By PeopleStrong

Knowledge Partner



Confederation of Indian Industry

India Partner





REACHING OVER
3,00,000
STUDENTS ACROSS
28 STATES,
9 UNION
TERRITORIES
AND OVER **150**
EMPLOYERS.

ABOUT THE TEAM



Taggd (by PeopleStrong)

Taggd, a PeopleStrong recruitment solutions brand, is the largest Recruitment Process Outsourcing (RPO) provider from India with 100+ clients across 14+ sectors and managing permanent recruitment for over half a million jobs. It combines the power of data and human knowledge to bring advanced talent acquisition and digital hiring solutions that change how businesses work and deliver. Over the last 13 years, Taggd has developed a deep industry understanding, digital recruitment expertise, talent network access, data intelligence and access to a robust tech stack to deliver business gains. Some of the leading enterprise customers of Taggd include Pfizer, Wipro, Honeywell, Mahindra, BirlaSoft, Tata Motors, Renault Nissan, Aditya Birla Health Insurance, Citi, IndiaMART, Swiggy, Oyo and Quikr, amongst other national and multinational brands. Nelson Hall, one of the leading global analyst firms, has rated Taggd amongst leaders in the RPO NEAT Matrix. Taggd is the knowledge partner for the India Skills Report and conducts the “India Hiring Intent Survey (IHIS)” and the “Decoding Jobs : The Think Tank Series” across all major metros to take quantitative and qualitative insights from the academia and industry thought leaders on their views on the talent demand side.

Wheebox

Wheebox is India's leading online talent assessment company that partners with corporations for finding and retaining the best talent using validated, reliable and standardized tests for pre-hiring and learning needs. Wheebox benchmarks over 3 million users annually across the globe. In line with its vision to “Measure the World's Talent”, Wheebox partners with many Fortune 500 corporations and hundreds of large and medium enterprises to power their hiring and competency development assessment needs. Wheebox also partners with thousands of higher and vocational educational institutions for conducting its proprietary “Wheebox National Employability Test (WNET)” for final year graduates and postgraduates to benchmark competencies that matter the most for being employable in corporations. Wheebox also powers the “India Skills Report” on the skill supply side and complements thousands of colleges across all Indian states and UTs to identify, benchmark and spot areas of competencies. It supplements institution wide candidate reports for developing competencies for employment by partnering with Confederation of Indian Industry, PeopleStrong, LinkedIn, Association of Indian

Universities, United Nations Development Program and All India Council for Technical Education. Wheebox also partners with many Indian states to design and deploy State Skills Reports and with the Ministry of Labour and Employment with its proprietary BARO Career Interest Report by helping candidates make right career choices on the 'National Career Service' and across 'Model Career Centers' in India.

Confederation of Indian Industry (CII)

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has more than 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 291 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

India is now set to become a US\$ 5 trillion economy in the next five years and Indian industry will remain the principal growth engine for achieving this target. With the theme for 2019-20 as 'Competitiveness of India Inc - India@75: Forging Ahead', CII will focus on five priority areas which would enable the country to stay on a solid growth track. These are - employment generation, rural-urban connect, energy security, environmental sustainability and governance. With 68 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

Association of Indian Universities (AIU)

Association of Indian Universities (AIU) is one of the premier institutions of the country working for the cause of higher education. Established in 1925 as Inter University Board of India and Ceylone, it was

rechristened as Association of Indian Universities in 1973. As a representative body of Universities of India, it liaises with the universities and the government (central as well as state) and coordinates among the universities and other apex higher education organizations of the world. The main objective of the AIU is to protect and promote the interest of universities and facilitate their activities especially by way of sharing information and increasing cooperation in the field of culture, sports, and allied areas, and help universities in mutual recognition of degrees. Being a communion of highest academics of the country i.e. the Vice Chancellors, it inevitably

assumes the role of a Think Tank and Academic Leader in the country. At present out of 831 universities in the country, 635 are the members of the association. Apart from Indian Universities, there are more than 10 foreign universities who are associate members of the AIU.

United Nations Development Programme (UNDP)

UNDP works in more than 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. We help countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results. UNDP has worked in India since 1951 in almost all areas of human development, from democratic governance to poverty eradication, to sustainable energy and environmental management. UNDP's programmes are aligned with national priorities and are reviewed and adjusted annually.

All India Council for Technical Education (AICTE)

The AICTE was set up in November 1945 based on the recommendations of CABE to stimulate, coordinate and control the provisions of educational facilities and industrial development of the post war period. At that time, the mandate of AICTE basically covered only programs in Engineering and Technology. The growth of Technical Education in the country before independence was very slow. The number of Engineering Colleges and Polytechnics (including Pharmacy and Architecture Institutions) in 1947 was 44 and 43 with an intake capacity of 3200 and 3400 respectively. Due to efforts and initiatives taken during successive Five Year Plans and particularly due to policy changes in the eighties to allow participation of Private and Voluntary Organizations in the setting up of Technical Institutions on self-financing basis, the growth of Technical Education has been phenomenal. The total number of Engineering (UG) and Diploma institutes approved by the Council till the AY 2016-17 are 3285 and 3925 respectively with approved intake of 1553360 and 1244778.

ACKNOWLEDGEMENTS



This report is a combination of an assessment of **300,000 Candidates** from **3500 Educational Institutes** across **28 States** and **9 Union Territories** of India who appeared for the WNET and **150+ Corporates** across **9 Industry Sectors** who participated in India Hiring Intent survey.

The Seventh edition of India Skills Report (2020), India's only and most referred report on the nation's talent landscape, is here and we would like to recognize and express our gratitude to everyone involved in this shared effort and initiative.

We express our sincere gratitude to the experts from business, government and academia who took out time and shared their views on the talent landscape of India and contributed in creating this report. This report is a combination of an assessment of 300,000 candidates from 3500 educational institutes across 28 States and 9 Union Territories of India who appeared for the WNET and the India Hiring Intent survey where 150+ corporates spread across 9 Industry sectors participated and shared their hiring forecast for the year. We would like to thank each one of these institutions as well as industry players for their participation. A very special

and heartfelt thanks to the Heads of all participating Educational Institutes, who helped us in ensuring our reach to the talent pool of India. This initiative would not have been possible without their guidance and support.

Last but not the least, we would like to thank all the members of the CII National Committee on Skills Development and Livelihood, and CII office bearers across states, who have lent invaluable support in partnering the WNET and the Corporate Job Survey. Their support helped us in making students and corporates across the nation to participate in this initiative in large numbers.

Thanks for being part of this national cause which sets the nation's direction on skills, talent and jobs. We hope you will enjoy this edition of the report and we look forward to your continued support in the future.

FOREWORD



Anil D Sahastrabudhe
Chairman
AICTE

This edition of the “India Skills Report 2020” provides insights into the changing job landscape of the country and offers to students, corporations, academia and policymakers, a consolidated view of the impact of various forces like demographics, globalisation, political environment and Industry 4.0 on the workforce of tomorrow. The changing technological landscape coupled with conducive government initiatives is facilitating the growth of the economy. Concurrently, the workforce landscape is also changing as per the evolving industry requirements. The seventh issue of the report provides insights into the present state and future expectations of the supply and demand side of the talent value chain. On one hand, the employability

of students (over 300,000) is measured to understand their readiness for the available jobs and on the other hand, the demand preferences of the employers (over 150) are highlighted. The amalgamation of the two perspectives gives a complete picture and emphasizes the most prominent gaps in the ecosystem and indicates the possible way forward. We hope the report gives valuable information and actionable insights for taking the skilling ecosystem to newer heights and helps parents, students, corporations, academia, training agencies and policymakers to take effective steps in skilling India.

PREFACE



Devashish Sharma
*Chief Business Officer,
Taggd
Founding Member &
Group Chief People
Officer - PeopleStrong*



Nirmal Singh
*Founder and CEO,
Wheebox*

The Hon'ble Home Minister, Mr. Amit Shah recently quoted that our economy has undergone a period of detox in the past few years and will now see a period of surging growth. We couldn't agree more with the minister and we will supplement our agreement with the minister's thoughts citing an example. The launch of the GST across the nation has not only made the system more transparent and corruption free, it has significantly added to the bottom line of businesses, large or small.

A truck transporter for newly manufactured vehicles of a major automotive player used to take 10 days to travel between the plant in Hadol, Gujarat and Coimbatore, Tamil Nadu. Due to significantly lesser number of tolls and a better infrastructure due to GST, the truck now takes just 3 days for plying the same route. This has added significantly to the overall operational efficiency of the truck owner and lesser costs for the automotive company. While this would mean lesser jobs for the

time being, the situation is like a hockey stick. It will certainly look up very soon.

With all such changes happening, talent will need to reinvent itself with a lot of agility to stay relevant with the changed landscape of job opportunities. Keeping in mind the vision of the Hon'ble Prime Minister, Mr. Narendra Modi and the national call by the Hon'ble Finance Minister, Ms. Nirmala Sitharaman, asking the nation to strive towards achieving a \$5 Trillion economy goal by 2025, Taggd, in partnership with CII and Wheebox, set out to measure the sentiment of Students, the Academia and Industry with respect to India's talent landscape and the gap in supply and demand.

On the supply side, we reached out to over 3,00,000 students across 28 States and 9 Union Territories who took the Wheebox National Employability Test (WNET). This test measures a student's employability across capabilities like cognitive ability along with English, behavioral traits and pertinent domain knowledge. Some of the key dimensions assessed are business communication, critical thinking, numeral reasoning and learning agility.



On the demand side, we reached out to over 300 employers across all major industries, including industry thought leaders and gurus from the academia, requesting them to take the India Hiring Intent Survey (IHIS) with the purpose of quantitatively measuring the hiring intent for 2020. The survey captures key manpower planning metrics for all these organizations - large, medium and small, and was taken up by over 150 employers.

While we were able to capture some interesting trends on the nation's talent supply and demand by slicing, dicing and inferring from the aggregated data from the WNET and the IHIS, we went a few steps further with the purpose of getting the outcome qualitatively validated by thought leaders from the academia and industry and also to get some on the ground solutions to the current national challenges on the talent supply and demand gap. We did this by conducting the "Decoding Jobs Think Tank Series" round tables across all major metropolitan cities, seeking their views on the situation and outcomes, as well as seeking their thoughts and suggestions on possible solutions.

This year's report not only presents the aggregated outcome from the aforesaid initiatives, it comes with two more additions that we are quite hopeful will enhance its overall credibility: (1) Qualitative thoughts and solutions from the academia and industry and (2) Sectoral Dossiers focusing specifically on 6 major industry sectors.

The overall quantitative and qualitative sentiment measured for the hiring intent for 2020 is largely positive, in fact very optimistic across a few industries. We are hoping that the India Skills Report 2020 will be well received by institutions and industry and the suggestions and ideas that have been aggregated will get converted to impactful action and add to the nation's confidence of achieving our shared dream of a \$5T economy in the next few years.





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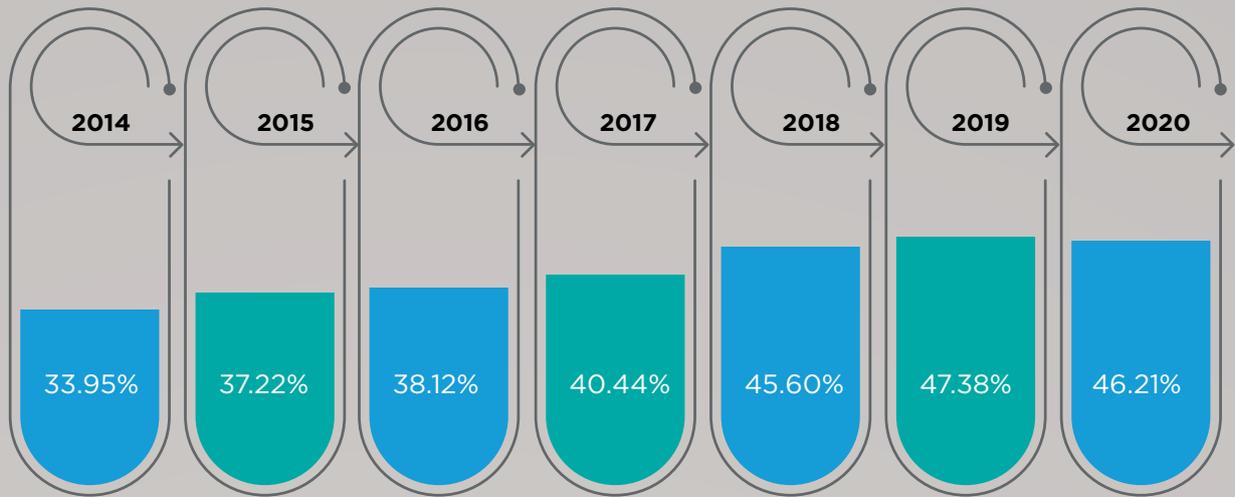
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7 YEARS OF THE INDIA SKILLS REPORT



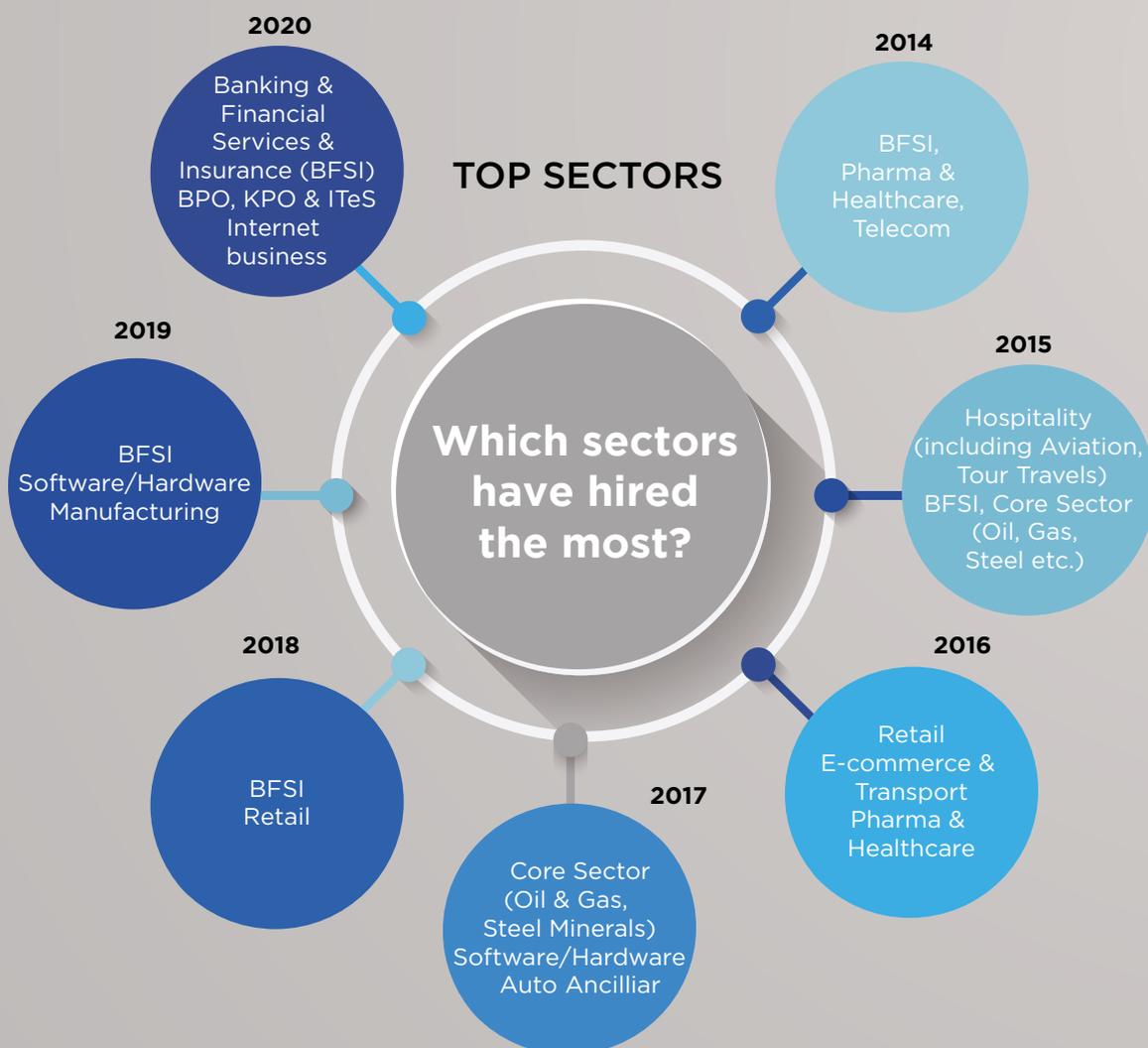
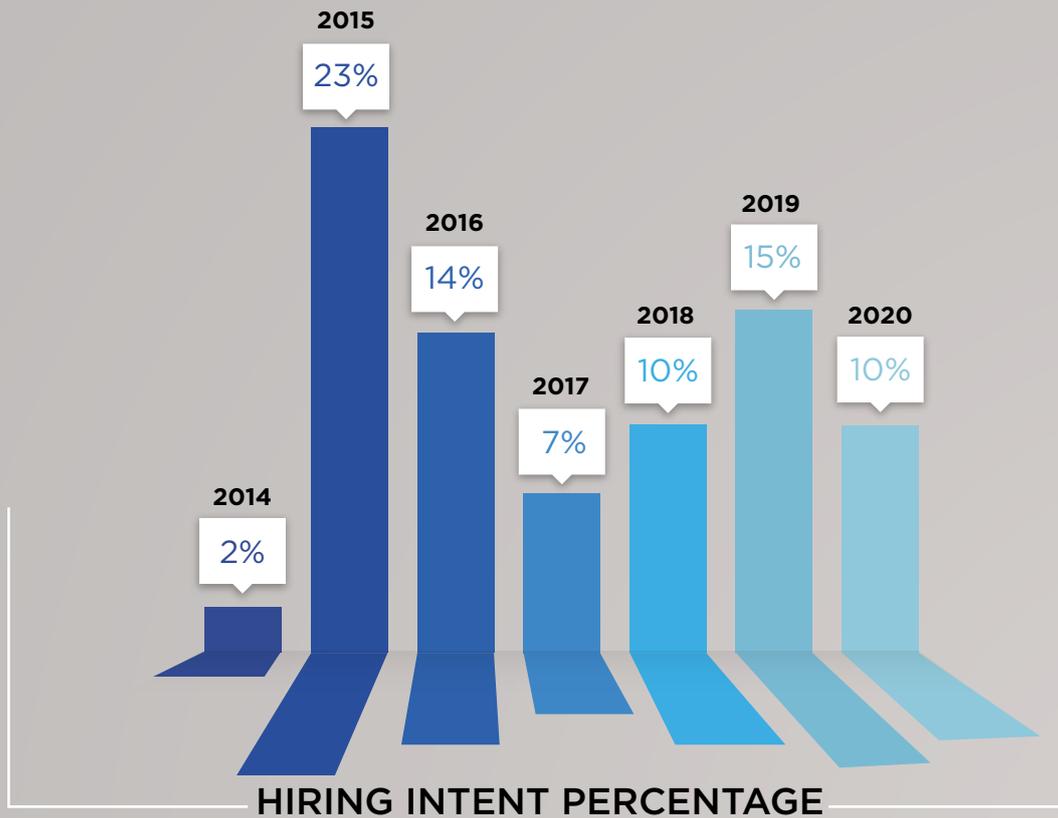
How has Employability changed over the years?



Which domains have more employable talent?

	2014	2015	2016	2017	2018	2019	2020
B.E/B.Tech	51.74%	54.00%	52.58%	50.69%	51.52%	57.09%	49%
MBA	41.02%	43.99%	44.56%	42.28%	39.4%	36.44%	54%
B.Arts	19.10%	29.82%	27.11%	35.66%	37.39%	29.3%	48%
B.Com	26.99%	26.45%	20.58%	37.98%	33.93%	30.06%	47%
B.Sc	41.92%	38.41%	35.24%	31.76%	33.62%	47.37%	34%
MCA	43.62%	45.00%	39.81%	31.36%	43.85%	43.19%	25%
ITI	46.92%	44.00%	40.90%	42.22%	29.46%	NA	NA
Polytechnic	11.53%	10.14%	15.89%	25.77%	32.67%	18.05%	32%
B.Pharm	54.65%	56.00%	40.62%	42.30%	47.78%	36.29%	45%

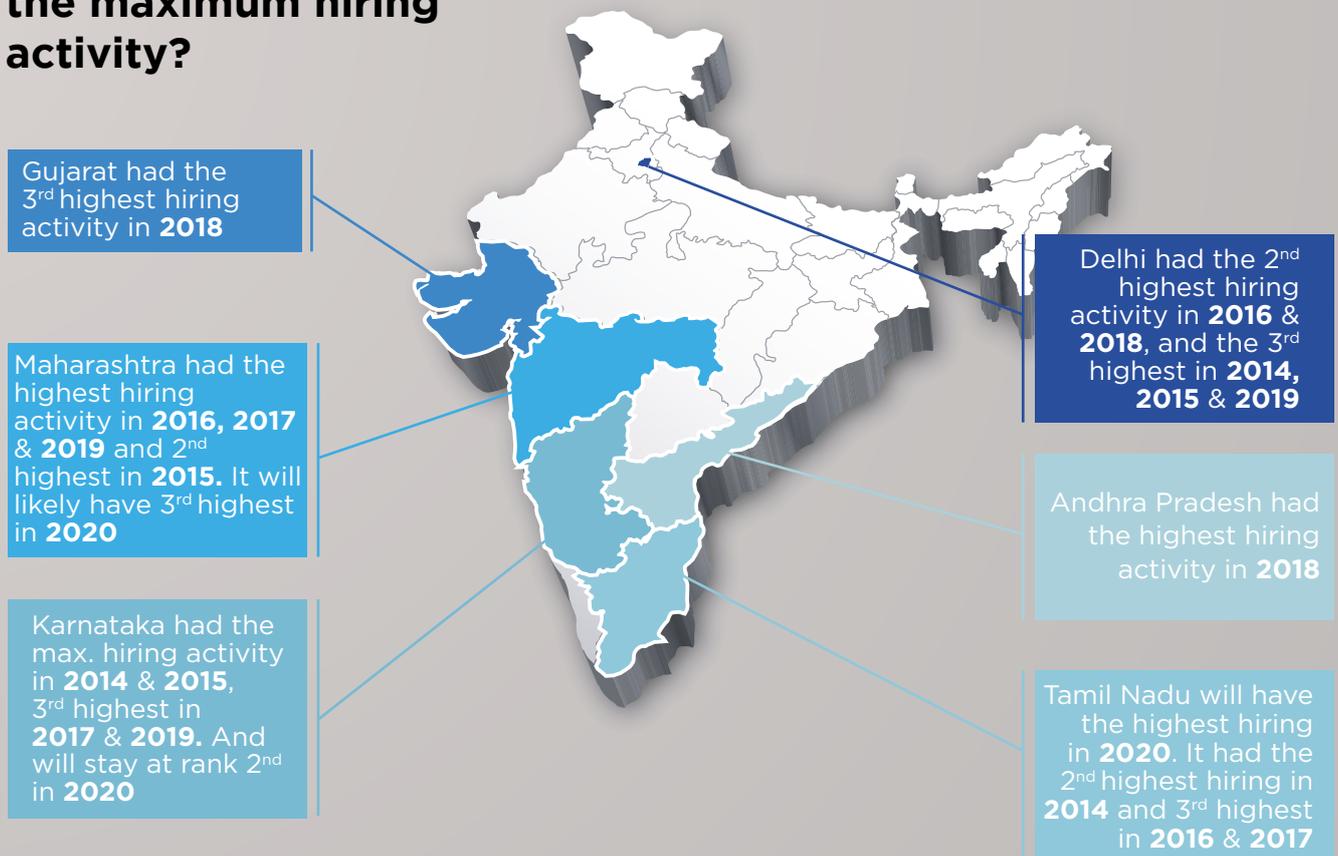
How has the hiring intent changed every year?



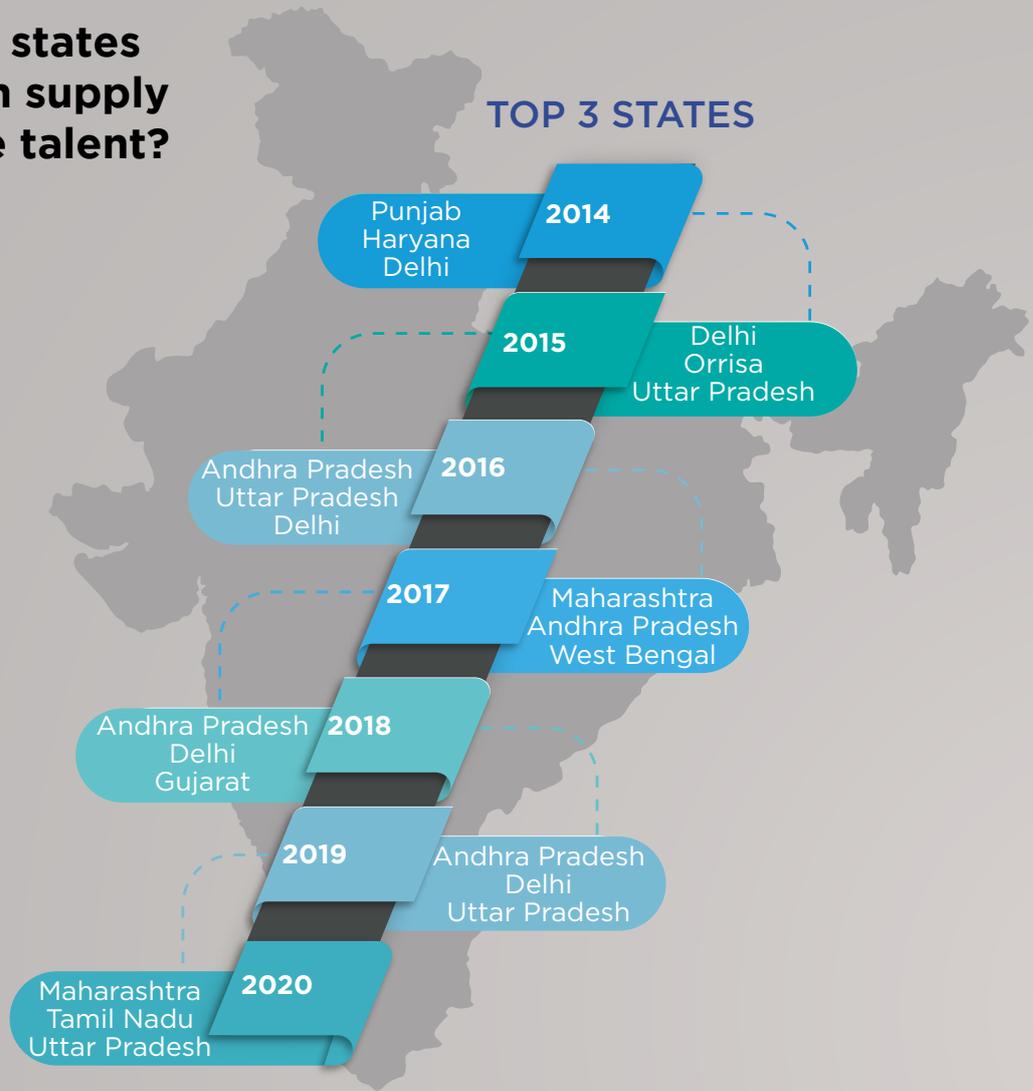
Which domain has hired the most number of candidates?

DOMAIN WISE PERCENTAGE	2014	2015	2016	2017	2018	2019	2020
Undergraduate or Equivalent	6%	6%	8%	6%	14%	12%	8%
ITI	6%	7%	14%	13%	7%	12%	3%
Polytechnic	8%	4%	7%	11%	4%	7%	3%
PG Or Equivalent (MCAC/MA/M.com/CA/M.Tech)	6%	8%	8%	6%	10%	11%	13%
Management or Equivalent - MBA, PGDM	22%	22%	16%	16%	19%	13%	17%
Graduates - BCA/BBA/B.Com/BSc.etc	24%	23%	23%	23%	24%	22%	26%
Engineers (BE/B.Tech)	28%	29%	25%	25%	22%	23%	31%

Which states have the maximum hiring activity?



Which are the states with maximum supply of employable talent?



Men v/s Women

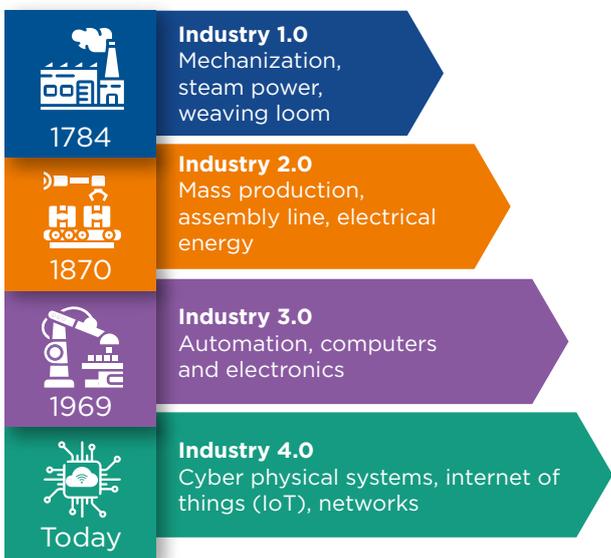
	2014	2015	2016	2017	2018	2019	2020
PARTICIPATION AT WORK	71%	70%	68%	71%	77%	75%	71%
EMPLOYABILITY	30.30%	34.26%	36.01%	40.12%	46.87%	47.39%	46%
PARTICIPATION AT WORK	29%	30%	32%	29%	23%	25%	29%
EMPLOYABILITY	42.10%	37.88%	39.95%	40.88%	38.15%	45.6%	47%

SUMMARY OF KEY FINDINGS



India is aiming to become a \$5T economy with a strong advantage of being at the cusp of a digital leap. The digital tailwinds are making the industries adopt digital solutions across the value chain and create more value for customers and stakeholders. This adoption of emerging tech is rapidly changing the face of how a business is conducted, substantially impacting its operations. But tech alone cannot push India to the \$5T goal. India's talent goes hand in hand and her workforce landscape is also quickly transforming. While many new jobs are being created, old jobs are being eliminated or replaced. Further, with rising e-commerce and increasing government spending on infrastructure, initiatives of the likes of Make in India and emerging start-ups are facilitating the creation of new jobs in the market. This implies that the job landscape is highly driven by demographic changes, government policies, a rising Industry 4.0 and increasing globalization.

THE 4 INDUSTRIAL REVOLUTIONS



The impact of these factors on the industries will be insurmountable. BFSI, automotive, pharma and IT have already shown a rise in the adoption of evolutionary technologies. These industries have reported both a considerable change in existing job roles as well as creation of new jobs. For instance, the automotive sector has observed the role of a welder being eliminated due to efficient applications of big data analytics and robotics. TATA uses seven-spot welding robots in its framing stations at the Pune and Sanand plants, Dr. Reddy's are using big data analytics for R&D, manufacturing, quality, sales & marketing to derive insights for better productivity, leading to creation of more jobs in analytics. To grab the increasing opportunities with the emergence of digital, industries are looking for people with renewed skillsets and professional attitudes, which they often find is not available in the current talent market.

It is with this perspective that we present the India Skills Report 2020, with an aim to provide an overview of the supply of talent and the demand from industry. This report brings together the readiness of our present talent pool for new-age jobs or job types and the skills that employers are today seeking in prospective employees. The report brings out the two sides and

compares them to understand the prevalent gaps and discusses and puts forth possible solutions that could very well play a pivotal role in India becoming a \$5T economy over the next few years.

ISR 2020 brings together the readiness of our present talent pool for new-age jobs or job types and the skills that employers are today seeking in prospective employees. The report highlights the two sides and compares them to understand the prevalent gaps, discusses and puts forth possible solutions that could very well play a pivotal role in India becoming a \$5T economy over the next few years.



KEY TAKEAWAYS

From our assessment of the talent available, the Wheebox National Employability Test (WNET)



Employability of India's youth has remained stagnant for the past three years, lingering around 46% of participants who are job-ready. The state of employability has not improved over the last few years, implying the need for more robust actions.



MBA-holders have taken over the slot of the highest employable cohort among the various course graduates with an employability score of 54%. The position was held by engineers the previous year. Employability for pass-outs of B.Pharm, B.com, BA and Polytechnics has witnessed an appreciable increase at about 15%.



Candidates from Maharashtra, Tamil Nadu and Uttar Pradesh were more employable than any other states, while Mumbai, Hyderabad and Pune stood out as the most employable cities. Quite interestingly, while Maharashtra and Tamil Nadu have jumped up the ladder by more than seven positions, the city of Hyderabad is entirely a new addition to the listing, when compared with the past year's data.



Male and female participants underwent a role reversal in terms of employability scores (from 48% and 46% respectively in 2018 to 46% and 47% respectively in 2019). It shows that women are as employable as men, reflecting the opportunity for the industries to leverage this resource pool.



The figures for candidates seeking internship opportunities with organizations remained alike as of the last year's records standing at 85%. Furthermore, to fulfill the skills training and internship needs, more than 65% of students asked for support from educational institutions.



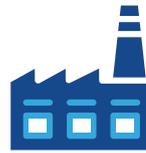
The awareness of the Government of India's National Apprenticeship Scheme (NAPS 2015) among students is not very encouraging. Only 60% of students were aware of this scheme.

From Our Study Of The Talent Demand Side, The Hiring Intent Survey



This year's results show a mixed emotion from the industry as although the hiring outlook for 2020 marks a decline from the previous year, it is largely positive.

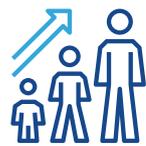
56% of employers are likely to increase hiring. However, the harrowing portrait of low women participation in jobs persists with less than 25% women at work, despite the employability of women reaching at par with men, in comparison with the previous year.



E-commerce and BFSI are the industries that are expected to ramp up their hiring. Watching this trend in the light of the availability of talent from the WNET, it can be expected that the significant employability of graduates in MBAs, BA and B.com courses (employability over 45% individually for each course) will well serve as the resource supply pool for these sectors.



Candidates with 1-5 years of experience continue to remain in maximum demand (over 40%) while freshers make up for only 15% of the overall talent demand. Basis the educational qualifications in demand, engineers have been expected to be hired the most (30%), closely followed by general graduates (BA/B.com/BSc.) (26%), which is in tandem with the hiring trends posted by BFSI, e-commerce and BPO/KPO/ITeS.



The skills which employers seem to emphasize on while screening candidates are domain knowledge, adaptability to the environment, learning agility and positive attitude. In terms of quality of the talent available, 42% employers say "most" job seekers satisfy their requirement, but majority of them (53%) say that "some" meet the ask.



The findings heightened the concern over gender parity as the intent for 2020 reflects a likely hiring ratio of 71:29 for Male to Female candidates, with the widest disproportions expected to be seen in the Auto sector. Quite interestingly, the survey indicated the rising role of gigs in the economy at 13% share in the overall hiring intent by employment type.



Job portals, professional network and social media, and internal referrals stood out as the topmost channels used for finding the right talent. Whereas Tamil Nadu, Karnataka and Maharashtra are the states preferred the most by employers for hiring talent.



Also, about 50% of employers acknowledge the role of government-initiated programmes in recruitments, of which almost 9 in 10 employers admit that candidates meet their requirements.



FROM 'THINK TANK ROUNDTABLE SERIES'

To support our survey findings, we conducted the 'Think Tank Roundtable Series' discussions with 200+ industry leaders and academia from across major metro cities, which further helped us to understand the challenges faced by employers in hiring potential talent. The HR leaders highlighted problems of knowledge inadequacy amongst the candidates due to dated curriculum and lack of practical knowledge owing to existing emphasis on theory-based learning. Furthermore, they expressed concerns regarding the attitude of the candidates which lead them to chase paychecks, white-collared jobs and hop between jobs quite frequently.

Apart from bringing out their concerns, the HR industry experts along with the India Skills Report team also formed a list of suggestions that the government, academia and the industry can ponder upon to bridge the skills gap in the country. A brief snapshot of the recommendations is given below.

For The Government

- Policy-related changes to address labour issues in labour-intensive industries, introduce policies for supporting women workers in blue-collared jobs
- Effective monitoring and advertising of the skilling initiatives run by the central and state administrations, and restructuring them to make the vocational and training education truly effective
- Incentivizing the corporates for promoting the inclusion of more internships, women-friendly initiatives and training programs for skilling people in advanced technologies

- Collaborating with academia and the industry to formulate the curriculum for schools and colleges, and setting up institutes for training and skilling

For The Industry

- Reskilling the workforce to meet the requirement of changing jobs
- Collaborating with colleges and training centres to skill people
- Creating equal employment opportunities for men and women, and supporting women workforce (example programs such as 'returning mom')

For The Academia

- Updating curriculum as per the industry's requirements in collaboration with industry experts and the government
- Improving the education system, by enhancing the infrastructural facilities such as laboratories, research centers, faculties and imparting hands-on knowledge
- Keeping the students updated on industry trends through frequent industrial visits, internships and guest lectures
- Inculcating in students the attitude of continuous learning and unlearning, adapt to the changing work environment and pursue the course and /or career they are truly passionate about.



RE-IMAGINING INDIA'S TALENT LANDSCAPE

FOR A \$5 TRILLION
ECONOMY

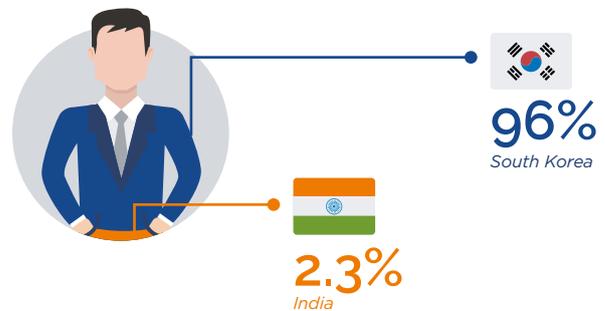


expert-driven content portal, Big Think, **the country is eyeballing the opportunity to make it in the global top 5 list by 2020.**

It is worth mentioning that **the country's big and small economic patterns and trends are all highly impacted by India's largest demographic cohort - the millennials** - people who belong in the age bracket of 18-35 years. The whole world is looking upon the Indian millennial consumers as a strong-minded community that has both witnessed and contributed to the multifaceted evolution of the global consumer markets. The rise of e-commerce that came in the wake of growing penetration of the internet, across sub-urban, semi-urban and later, even rural parts of the country evolved Indian millennials into a key target market for global brands. But then again, it should be noted that the role of Indian millennials in the country's economic uproar has not been limited to consumerism.

Currently, **millennials contribute nearly one half (47%) of the country's working population and will likely to continue to remain the largest chunk of the Indian workforce** for the next ten years . According to the United Nations Population Fund (UNFPA), in addition to growing the size of their job market by creating new opportunities, it is crucial for countries like India to ensure that their working-age groups are sufficiently equipped to seize these opportunities. Therefore, it should be realized that millennials (and Generation Z, or the young demographic cohorts in general) are innovators, leaders, decision-makers, and in that, the creators of the 'future India'. This vast asset - the huge working population - will need mature skills and refined knowledge to tap into its full potential.

FORMALLY TRAINED WORKFORCE



The pitiable figures on **India's formally trained workforce - which stand at merely 2.3% in comparison to economies like South Korea which are at a mammoth share of 96%** - indicate that the former will have to rethink, redefine and repaint the entire talent map of the country to stand a fair chance of participating in global jobs market and hence, play a resourceful role in the growing economy . Evolving technologies such as Artificial Intelligence, Internet of Things, Machine Learning, and Big Data have already found applications across household utilities in the form of smart screen devices, virtual assistants, intelligent sensors and wearable fitness equipment, let alone integrations in industrial practices which have evidently risen exponentially.

Besides creating many more jobs in these domains and transforming existing job functions into new-age roles, India Inc. will also need to upkeep its skilling, re-

TAKING A DIVE INTO INDIA'S DEMOGRAPHIC DIVIDEND

The Prime Minister of India, Mr. Narendra Modi envisions India as a US\$ 5 trillion economy and a global economic powerhouse by 2025. Home to the world's largest young population with over 600 million people under the age of 25 years, India is one of the fastest-growing economies in the world. Studies across many other Asian economies have shown that such a 'demographic dividend' has resulted in rapid economic progress. Riding on the shoulders of its working youth, which outgrew its dependent population in 2018 , India stands as the world's sixth-biggest economy with a GDP of US\$ 2.7 trillion in 2019. Additionally, as per the global

India's big and small economic patterns and trends are all highly impacted by India's largest demographic cohort-



the millennials

skilling and up-skilling initiatives in such a **massively tech-driven ecosystem** and as per the fast-changing future of work across industries. As underlined in our think tank roundtable series - 'Decoding Jobs 2020' - in order to achieve this, all major stakeholders including the administration, academia and the industry will need to synergize their resources and efforts towards elementary changes such as revisiting the curriculum, diligent policy-making, establishing compensation structures, setting up standard protocols for both skill education and workplace environment, among others.

Furthermore, **to inch closer to its US\$ 5 trillion economy ambition, it is vital for India to reimagine its talent landscape by studying the global job market trends** and pursue novel approaches to fulfil the skill gaps in the industry and reset the talent demand-supply equilibrium in the country.

REVIVING THE INDIAN WORKPLACE FOR MORE WOMEN

Women constitute nearly half (48.1%) the population in India and the economics of bringing their talent inside the workplace has been established time and again. A senior official from Niti Aayog - a policy think tank of the Government of India - recently shared the **necessity of propelling the country's female participation in the**



Necessity of propelling the country's **female participation** in the workforce to 48% at par with the global average over the coming 10 years

workforce to 48%, at par with the global average over the coming 10 years, in order to monetize this vast talent pool and to further the GDP growth by another US\$ 700 billion. But what is disconcerting is the fact that despite having sound employability scores (~40%) through the previous years, only about 25%, in other words, one in four Indian women are working presently. Amidst all the concerns expressed by national and international associations, the numbers of India's women at work have been conspicuously falling over the past few decades. **The country's women workforce numbers dipped close to a mere 23% in 2018, placing India among the 10 countries with the lowest female labour force participation rates.** Further, the country has been registering nearly 50% working women exiting from their corporate jobs at junior and mid-senior

levels, making it stand as the second-lowest in terms of women employees at senior management levels. To close the wide gap in female vs. male participation in work, India needs to re-strategize its gender diversity goals by studying the global success stories, besides addressing the underlying reasons.

Social stereotypes and cultural norms binding women to conventional household chores and childcare; more women opting for higher studies and hence, extended education keeping them out of the workforce; and lack of safety measures and wider issues of sexual abuse or violence against women are some of the key contributing factors to such harrowing share of India's females at workplace. In its attempts to recuperate from the situation, the Government has introduced several initiatives for incentivizing women employment under schemes such as MGNREGA, PMEGP and MUDRA. **Safety and friendly policies from the corporates including flexible working hours, upskilling programs for senior roles and mentorship for career growth can help attract women to work.**



However, **developing schemes for women's retention besides their entry in the workforce can be far more effective in fast-tracking the growth of female labour rates.** One primary claimant of women's time is childcare and Brazil has come forth as an illustrative case study in this respect. Through provision of free childcare services, the country helped its mothers buy more time to work and consequently, almost doubled their share from 9% to 17% in the workforce . Another case in point is the community-based childcare in Nepal, run by mothers themselves under the 'praveshdwar home-based childcare programme'. Women form small groups to take turns between acting as a bread-earner, carrying out activities for income generation and a caregiver, taking care of the children at their homes . With the involvement of the GoI, such initiatives can make a huge difference in India too.

PREPARING THE WORKFORCE FOR 'GIGS'

Gigs or task-based workforce has increasingly taken the driver's seat in boosting the overall economy and job market, globally. From independent consultants to full-time workers who moonlight with Uber or Upwork a few hours on the weekends, both the scope and prospects for short-term employment is rapidly widening in India, as in other evolving economies of the world. As per a white paper published by Mastercard, global gigs are generating a transactional gross volume worth over US\$ 200 billion, which is projected to reach US\$ 455 billion by 2023. **Being the leading country, with a 24% share of the online labour market, India owns a huge potential in terms of supply of freelancers,** ranging from software developers and data entry operators to creative professionals such as marketers, writers and translators.

Being the leading country, with a 24% share of the online labour market, India owns a huge potential in terms of supply of



freelancers

Modern work and workplaces have seen major overhauls over the past decade. On one hand, organisations have adopted digitisation in their processes, while on the other, candidates have started seeking multiple part-time projects, allowing them to earn much more than full-time engagements. **India is making a move from older work models to gigs at a rapid pace with a pool of 15 million skilled professionals to suit the global demand of contract-based or freelance jobs.** However, to leverage this agile talent, it is essential to transform the traditional mindset, including introducing flexible access to organisational systems. This can be achieved by underlining the increased cost-efficiency for companies through selective procurement of skillsets basis the project needs.





The soaring startup culture in India with many startups addressing their talent needs through gigs, stands as a working example. A robust regulatory framework to streamline contractual labour for both professionals and employers can be another primary driver in this direction. Furthermore, in terms of preparing the workforce for the fast-evolving job market and particularly the gig-based employment, the country needs to arm itself with the capability to work in isolation and yet in collaboration with other professionals. **Critical thinking to be able to provide consultancy and advisory services; networking and interpersonal communication; ability to furnish project-based roles; working in agile set-ups and the aptitude to work efficiently sans-supervision are some of the major skills that need to be cultivated in the candidates of today for the 'work of tomorrow'.**

What is more is that Gigs can prove to be an impactful means of bringing a greater number of Indian women into the workforce, as this allows them to work with no restrictions regarding their proximity to the workplace. **The global community of freelancers comprises of over 60% women.** By ramping up awareness campaigns across industries, professional networks and skilled women, the Government of India can also effectively use this practice to enable more women to hone their skills and seize new learning opportunities at their own flexibility. Owing to this flexibility, which is intrinsic to gig-based work, Indian professionals can pick international projects, serving any geography in the world from anywhere in the country, thus, widening their exposure and evolving their global employability skills.

CROSSING THE FRONTIERS WITH GLOBAL EMPLOYABILITY

The talent available in evolving economies such as India and China is increasingly meeting with the opportunities available in the mature job markets such as the US, giving rise to a new cohort of global professionals. **The expansive pool of millennial professionals in India is set to become one of the largest labour forces in the world by 2027 .** Hence, India's potential to explore the global job market with its skilled personnel is beyond question. As for Government support, the Ministry of Overseas Indian Affairs has conceptualised bilateral agreements with several countries to simplify the immigration processes for Indian professionals. Also, the Ministry of External Affairs has set up a 'think tank' to help promote overseas employment for Indians.

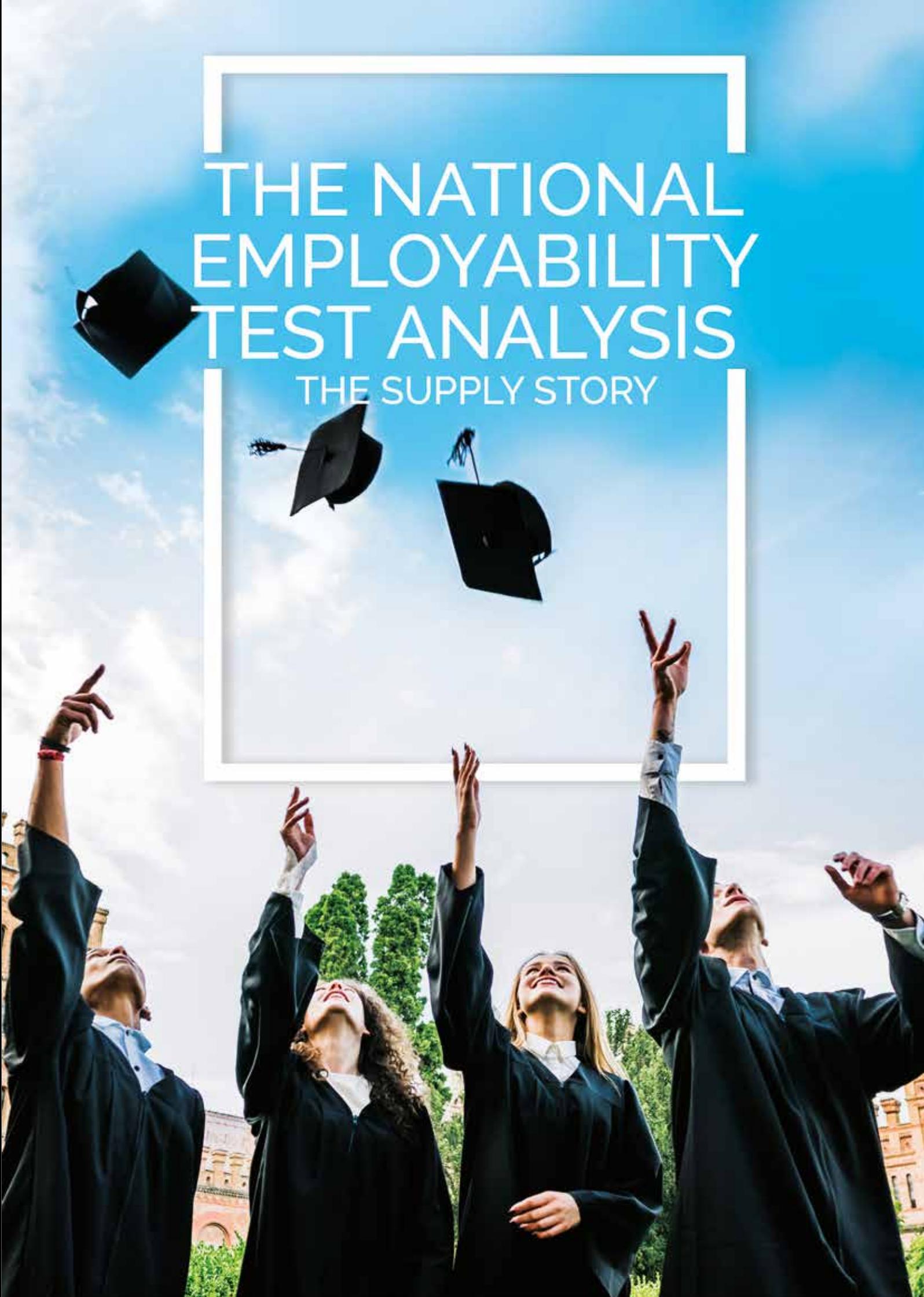
Interestingly, the cost of staying connected with the world has quickly declined in the country with an ever-growing penetration of the internet. **Location - be it urban or rural - no longer poses a barrier to people in uncovering prospects that might be available several thousands of miles apart.** There has, thus, been no better time for the Indian youth to discover global opportunities. Moreover, another edge that Indian professionals hold, is the continually rising focus on breeding English speakers within the country. **Although the language is non-native, still a large number of Indians - around 350 million - have proficiency in English, meaning hassle-free business communication across most nations and hence, leading to successful business interactions.**

In fact, the rapid boom of the IT sector in India is an illustration of how global demand can ramp growth not just in skills and knowledge of the professionals, bringing them at par with the global standards, but also by enhancing their exposure to cross-cultural working styles, boosting their overall international employability. In today's fiercely competitive job environment, **one in two Fortune 500 companies outsources software development to Indian firms**, indicating further prospects for our IT services. This reflects a positive outlook for the nation with an overall increase in the inflow of revenue, adding billions to our economy. It is, therefore, imperative for the Government to develop an international-level skilling mindset for the country to stride forward towards rapid economic growth.

What we must focus on is to promote the development of Indians into not just global citizens – who can readily adopt a cross-cultural philosophy, but also global professionals – who can leverage the latest technological developments and adapt to the best practices shared by their global peers. Keeping pace with international

trends can ultimately help the country feed economic development aided by international quality education, development of globally competitive skills and access to world-class knowledge and information. This will eventually make our personnel important contributors not only to the world but also to the Indian economy. Initiatives in this direction will set out to be the winning leap towards achieving India's dream of building a '\$5 trillion' economy in the next 5 years.



A low-angle photograph of four graduates in black gowns celebrating. They are looking up and reaching their hands towards the sky. Three black graduation caps are captured mid-air, having just been thrown. The background is a bright blue sky with light, wispy clouds. A white rectangular frame is superimposed over the upper portion of the image, containing the title text.

THE NATIONAL EMPLOYABILITY TEST ANALYSIS

THE SUPPLY STORY

ARE STUDENTS JOB READY?

India is widely known for enjoying its demographic dividend. With almost half of India's current population – over 1.2 billion people – under the age of 26 and the median age of the country projected to be 29 by 2020, India is making for the youngest country in the world. However, to optimally leverage this remarkable demographic, the country needs to continuously find ways to keep its manpower skilled so as to meet the demand from its industries while also seizing global opportunities by supplying talent to the international job markets.

As a step further in the direction of improving the skills of the youth, we have been conducting an annual assessment of students to understand the kind and level of skills they possess and what can be done to better equip them for upcoming job market trends. The Wheebox National Employability Test survey which was conducted for the seventh consecutive time this year, has been instrumental in its approach as well as reach for bringing forth the reflection of our youth's talent and their proficiency to meet the industries' needs.

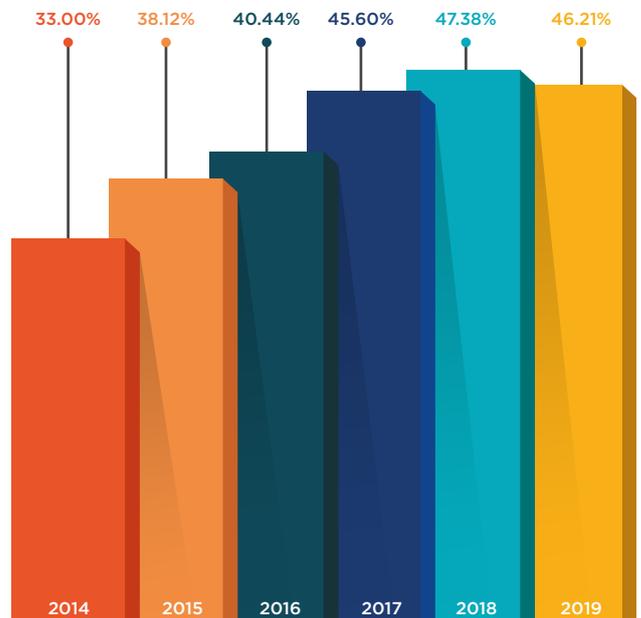
The Wheebox National Employability Test survey (WNET), that captures the state of the talent supply side, was conducted from July 2019 to November 2019, with more than 3,00,000 students from varied educational backgrounds participating in the test. The Wheebox National Employability Test is a scientifically drafted assessment that serves as a guide to assess the talent pool available and tests their employability from the perspective of their readiness to join the industry. This test was taken online and was accessible from mobiles, tablets, computers as well as laptops. We approached more than 3500 educational institutions from 28 States and 9 Union Territories of the country making this one of India's most notable employability tests conducted nationwide.



CONSISTENCY IN OVERALL EMPLOYABILITY OVER THE PAST THREE YEARS – ONLY 46% STUDENTS, JOB-READY

To open the Wheebox National Employability Test survey analysis for 2020, let us look at the results for overall employability of students. About 46% of students in this year's survey were found to be employable or ready to take-up jobs. While the figures show a marginal decline from those of the previous year, the overall trend is still positive in comparison with the past 6 years' result. This can be attributed to the rising efforts in skill development by the government and academic institutions. However, there is still a lot of ground to be covered in order to make all students employable and requires holistic and concerted efforts from all stakeholders – the government, industry, academia and students.

OVERALL EMPLOYABILITY



MANAGEMENT GRADUATES MOST EMPLOYABLE, WHILE ENGINEERS WITNESSING A DIP IN EMPLOYABILITY SCORE

When analyzed from the perspective of most employable candidates as per the courses, MBA students clearly stood out in the race with a 54% score. This new trend has whipped that of the last two years, where their employability consistently remained under 40%. Surprisingly, this year, the scores for B.tech students have declined significantly. The net employability score (for B.Tech) was 49%, as against 57% registered last year. The decline is reflected across all trades of engineering. MCA graduates have also witnessed a decline in employability by almost 18%. The decline in technical and computer-related courses paints an upsetting picture for India, which is widely considered a hub of IT professionals. Moreover, the industry is fast moving towards the adoption of advanced technologies such as AI, Data Analytics, Robotics, AR/VR and automation, which is opening a plethora of new

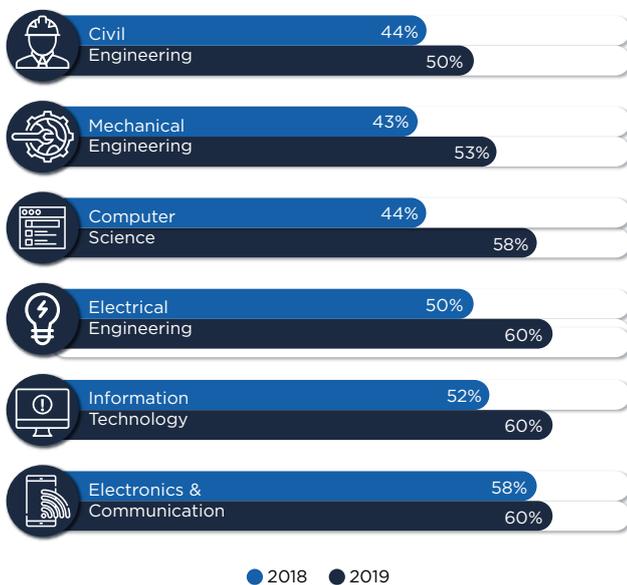
job opportunities in the market. The declining quality of resources would leave these opportunities unused and hit the productivity of the industry.

The B.Pharma, Polytechnic, BCom and BA courses, on the other hand, saw an improvement in employability where more students have become employable or job-ready from last year. The strength of BA and BCom students becoming employable has increased by more than 15%, reflecting the successful administration and training initiatives at these institutes.

DOMAIN WISE EMPLOYABILITY



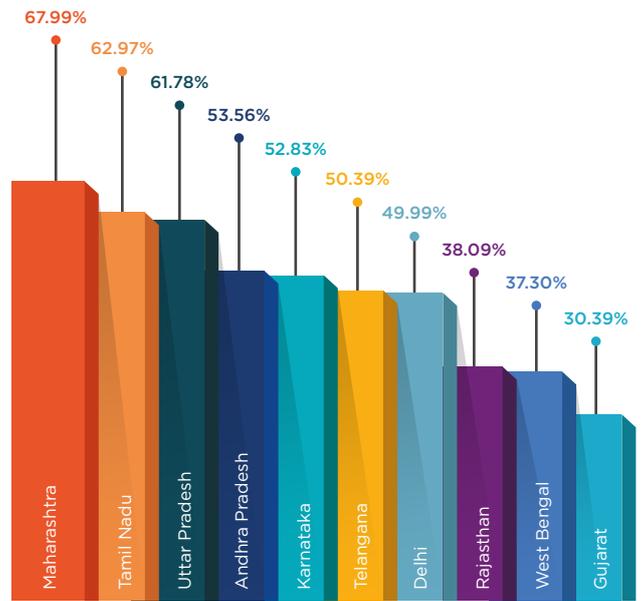
ENGINEERING COURSES WISE EMPLOYABILITY



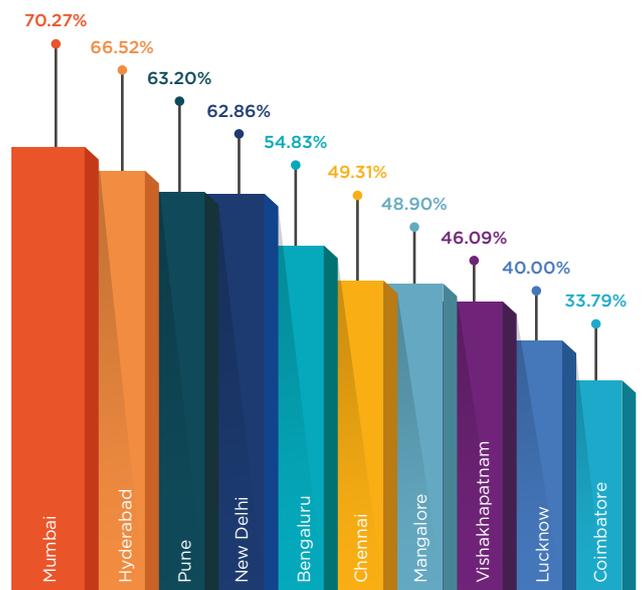
STATES WITH THE HIGHEST EMPLOYABILITY

Moving further towards the states with the highest employable talent, of all states and UTs, the top 3 states were found to be Maharashtra, Tamil Nadu and Uttar Pradesh. It is interesting to note that Maharashtra (up from 9th position) and Tamil Nadu (up from 10th position) improved their position remarkably this year to become the most employable states. States that registered a dip in their ranking were West Bengal (2nd in last year) and Haryana which could not make into the top 10 list.

STATE WITH THE HIGHEST EMPLOYABILITY



CITIES WITH THE HIGHEST EMPLOYABILITY



SKILLS AVAILABILITY STATE WISE

Business Communication	Numerical	Critical Thinking	Computer Skills
Telangana	Telangana	Rajasthan	West Bengal
Rajasthan	Rajasthan	Telangana	Rajasthan
Delhi	Maharashtra	Delhi	Delhi
Maharashtra	Uttar Pradesh	Maharashtra	Tamil Nadu
Karnataka	Delhi	Karnataka	Uttar Pradesh
Uttar Pradesh	West Bengal	Uttar Pradesh	Gujarat
West Bengal	Karnataka	West Bengal	Karnataka
Andhra Pradesh	Gujarat	Gujarat	Maharashtra
Gujarat	Andhra Pradesh	Andhra Pradesh	Telangana
Tamil Nadu	Tamil Nadu	Tamil Nadu	Andhra Pradesh

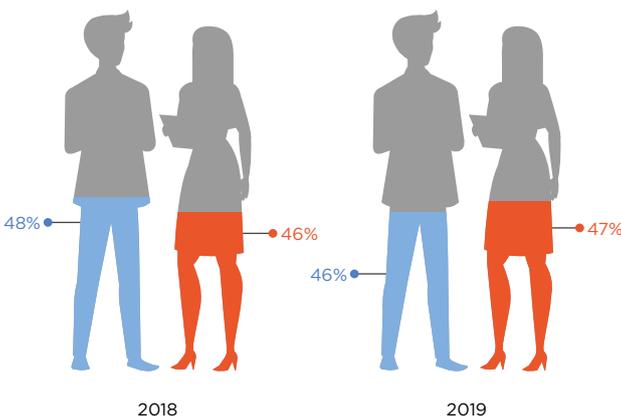
Taking a deeper look at the employability at the city level, Mumbai tops the list closely followed by Hyderabad, which saw its entry into the list for the first time. Further, cities including Bengaluru, New Delhi, Pune, Lucknow and Chennai have maintained their presence in the top 10 list over the past 6 years. Nashik and Guntur which made it in the list last year, have however disappeared this year, replaced by Mangalore and Coimbatore.

Further, basis the 4 skills that we assessed for the participating students from the states, Telangana aced the chart for the availability of business communication, numerical skills and critical thinking skills. However, the state misses big time on computer skills, when compared to other states.

GENDER PARITY IN EMPLOYABILITY

Studying the employability scores amongst men and women, we found that both are at par on employability scores. Like the previous year, female employability recorded an upward trend for this year, climbing from 38% in 2017 to 46% in 2018 and finally to 47% in the

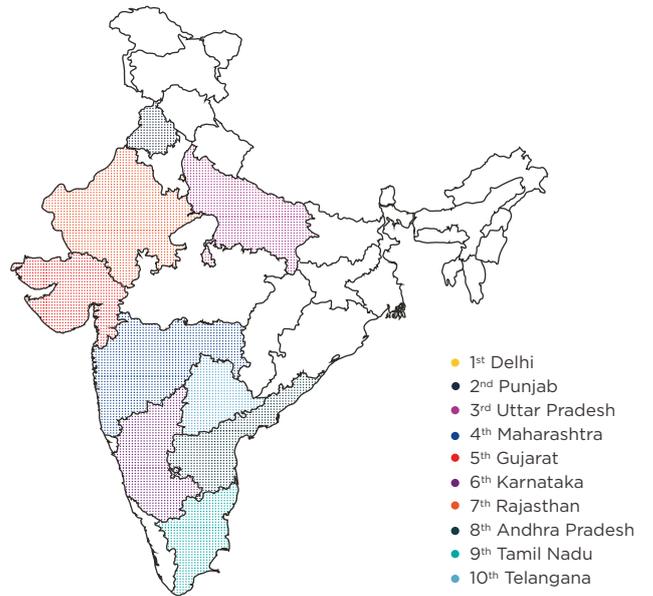
GENDER WISE EMPLOYABILITY



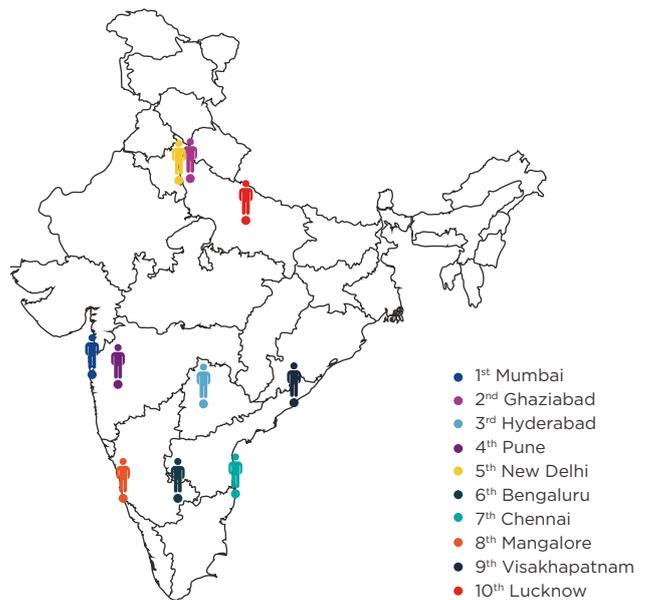
current year. Male employability score, however, has declined marginally from last year.

The increase in the number of job-ready women presents an opportunity for India Incorporation to harness their talent and engage more women in jobs as this is the most essential step in filling the skills gap in the country. Furthermore, the survey tried to trace the states where such a talent pool of women can be found. Telangana, Rajasthan and Delhi were found to be the top three states that house the highest number of employable females. At the city level, Hyderabad, Ghaziabad and Visakhapatnam constitute the top three cities to have the most employable female talent pool.

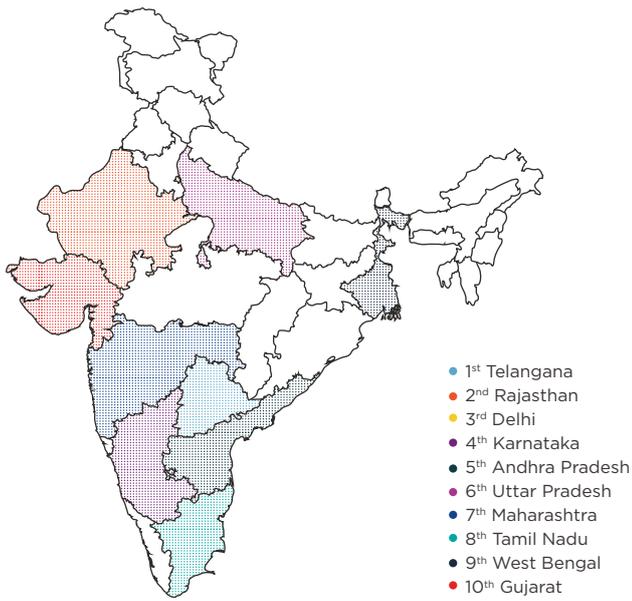
MALE EMPLOYABILITY STATE WISE



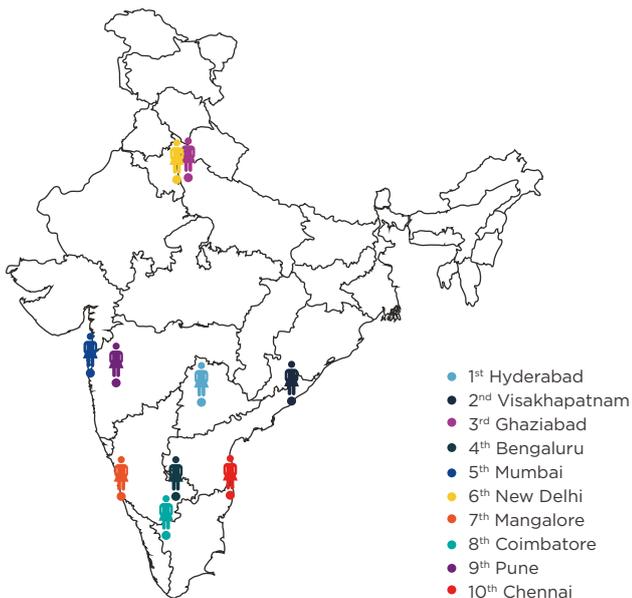
MALE EMPLOYABILITY CITY WISE



FEMALE EMPLOYABILITY STATE WISE



FEMALE EMPLOYABILITY CITY WISE



PREPAREDNESS OF STUDENTS TO DECIDE CAREER PATHS

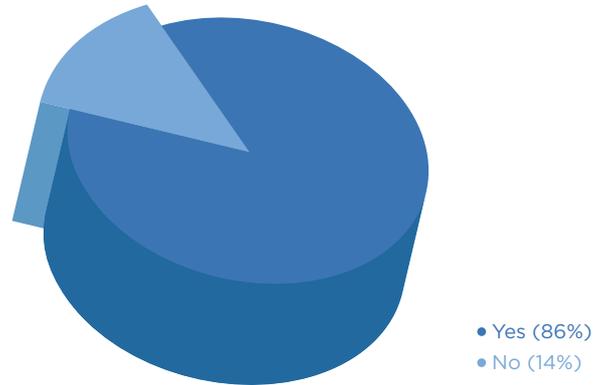
To understand from the students what facilitates or deters their career success, we asked them if they have all resources to make informed decisions about their career and what help they expect from institutes and industry to make better careers, we observed the following points:

Majority Of Students Feel They Are Well-Informed To Make Career Choices

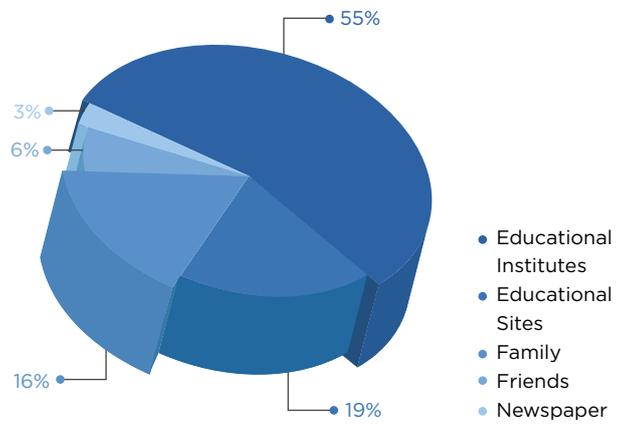
86% of students cite that they are well-equipped with the information to make better career choices. This is mostly facilitated by the information they get from their educational institutes (about 55%). Educational sites

(19%) and family (about 15%) also influence to some extent in the decision-making process.

WELL INFORMED TO MAKE CAREER CHOICES



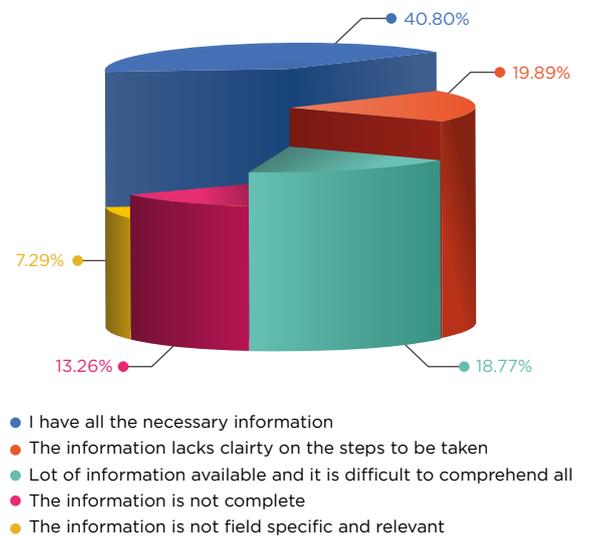
INFORMATION SOURCES



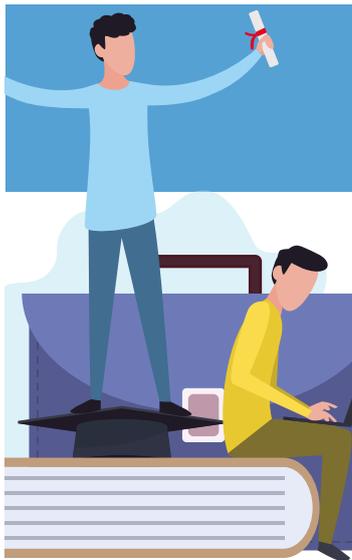
Ambiguity And Information Overload Acting As Deterrents

Further, about 40% students bring out their concerns regarding the ambiguity in the information and the information overload, which in both cases makes it hard for them to understand what to do and how to do.

GAPS IN INFORMATION



SKILLS TRAINING AND INTERNSHIP – MAJOR ASKS OF STUDENTS



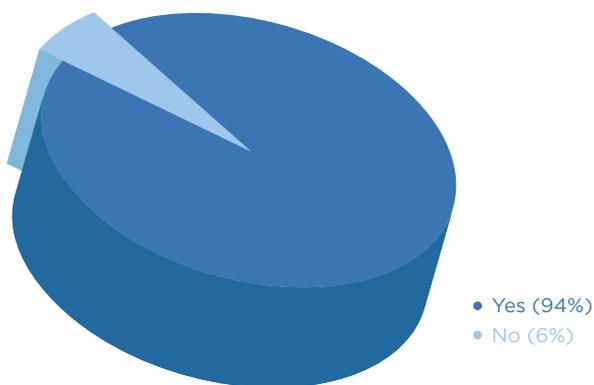
	What support do you require as to make informed choices about your career?	What support will you like to get from your educational institution?	What support will you like to get from educational institution to enable you to prepare yourself for the opportunities in the employment domain?
Skills Trainings	32.69%	35.21%	37.39%
Internship Opportunities	31.17%	25.75%	25.31%
Interactions with the companies	17.87%	18.09%	19.31%
Career Counselling	12.67%	15.44%	12.19%
Career Fairs	5.60%	5.51%	5.81%
Internships+ Opportunities	0	0	0

SUPPORT SOUGHT BY STUDENTS

Skills training and internship opportunities, together making over 65% of ask, are the two major areas where students require help from educational institutions and skilling ecosystem to enable them to make better career choices, while also equipping them with industry-relevant skills and knowledge to ready them for the job market. Additionally, students have also laid importance upon the interactions with companies, which is deemed necessary to stay updated on the job requirements. All-in-all students feel the necessity to connect with the industry to learn and explore their knowledge horizons.

To further highlight the importance of industry connections, a great majority of students believe that apprenticeship of 3-12 months will improve their employability to a great extent.

APPRENTICESHIP - A WAY TO IMPROVE EMPLOYABILITY

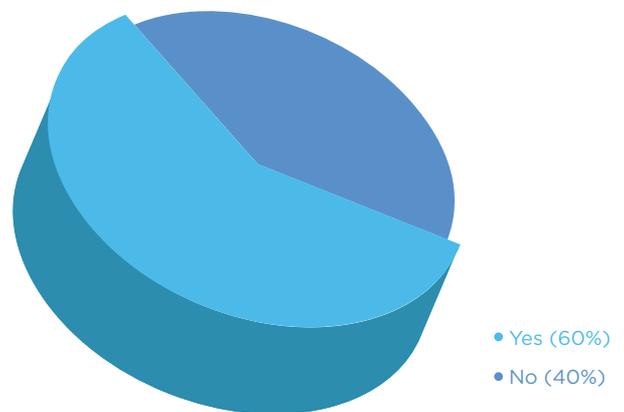


NATIONAL APPRENTICESHIP SCHEME (NAPS) AWARENESS JUST LIMITED TO 60% STUDENTS

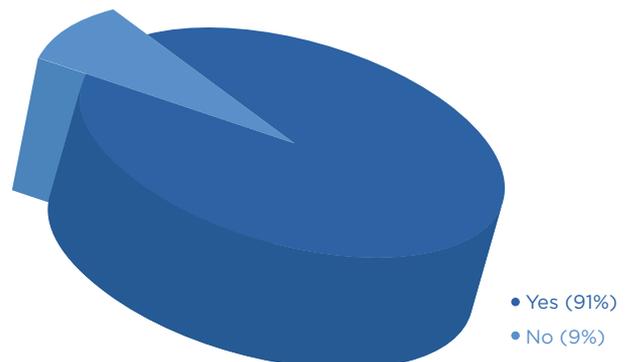
Contrary to students' need for internships and skills training, only 60% are aware of the Government's

National Apprenticeship Scheme (NAPS 2015). This is surprising as the rest 40% do not have information regarding this. This has resulted in many students missing out the opportunities, thereby raising concerns over the outreach and marketing of the Government-initiated programmes and information dissemination by educational institutes about internship opportunities.

AWARENESS OF NAPS



WILLINGNESS TO AVAIL APPRENTICESHIPS UNDER NAPS



Almost all students further added that if given a chance to avail apprenticeships through NAPS, they would definitely leverage this opportunity. Additionally, emails were the most preferred channel to reach out to them, as cited by 7 in 10 students.

CANDIDATE PREFERENCE

The WNET survey, apart from assessing the students on their skills and support required to enhance their careers, also extends to understand their preferences in terms of internship and work location and salary expectations.

Majority Of Students Seek Internship Opportunities

An internship is an effective way to develop a student's practical knowledge and attitude towards a job and hence, subsequently a professional career. In the same way, it is an opportunity for a company to explore the talent of the candidates and mold their skills and knowledge to evolve them into fitting resources for the company. However, the concept of internship is not very effectively used in India, which in turn makes low to no addition in the skills or knowledge of the candidates. Also, the number of internship opportunities available is, quite low making students feel devoid of these opportunities. This could be one of the reasons for lower employability at the graduate and postgraduate levels.

The survey reports that about 88% of students are willing to take up internship opportunities. This gives a clear impression that students are keen to upgrade their skills as per the industry demands and want to fill in the knowledge gap that might have been created due to the college's dated curriculum. In such case, in line with the above analysis wherein students seek support from institutes and industry to make well-informed career choices, the industry should acknowledge the efforts of the students and provide them with opportunities to reskill and upskill them.

PREFERENCE FOR INTERNSHIP

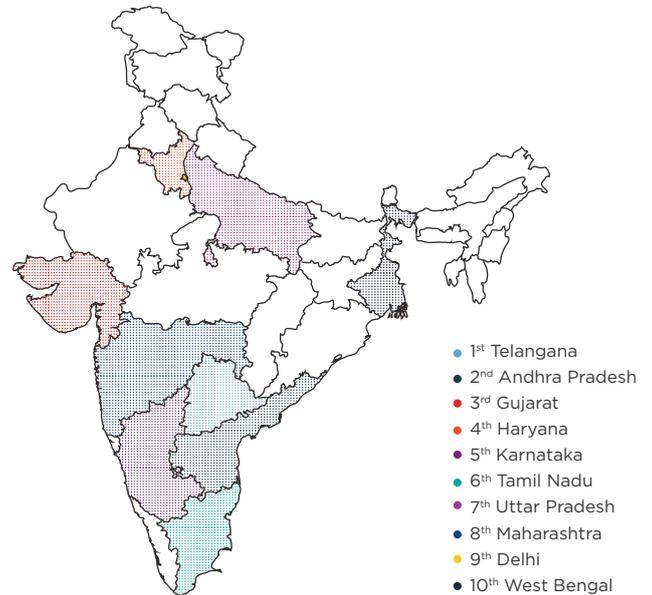


Telangana - Most Preferred State To Apply For Internships

Further analysis of the survey showcased that Telangana was the most preferred state amongst students to go

for internships. Telangana has been reporting good results from the employability perspective, indicating its determination for growth. This is further supported by its placement data for the PMKVY scheme, wherein the certified vs placed students' statistics is 65% for short-term training programmes, much higher than many other states.

MOST PREFERRED STATE TO APPLY FOR INTERNSHIPS



Maharashtra, Tamil Nadu - Preferred States For Work

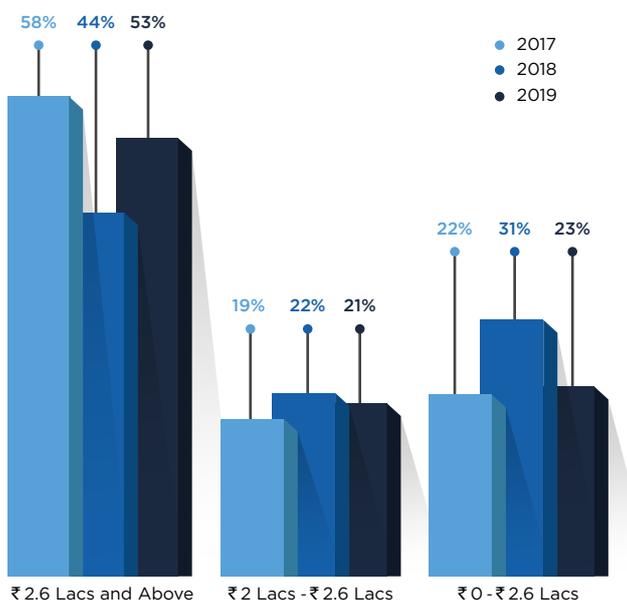
The survey further reports the preference for job locations by candidates. Maharashtra, Tamil Nadu, Andhra Pradesh and Uttar Pradesh came to the fore as the most preferred states to work in. Telangana, even though, ranked among the top 10, was not placed near the top of the list. Further, among the states analyzed from the perspective of employers' choice for hiring, Maharashtra, Tamil Nadu, Uttar Pradesh constituted the top 5 preferred list.

PREFERRED STATES FOR WORK

MALE		FEMALE	
State	City	State	City
Maharashtra	Any	Tamil Nadu	Bengaluru
Tamil Nadu	Bengaluru	Maharashtra	Coimbatore
Uttar Pradesh	Pune	Andhra Pradesh	Any
Andhra Pradesh	Chennai	Karnataka	Pune
Karnataka	Coimbatore	Uttar Pradesh	Hyderabad
Gujarat	Delhi/NCR	Telangana	Chennai
Delhi	Hyderabad	Delhi	Delhi
West Bengal	Delhi	Rajasthan	Delhi/NCR
Punjab	Mumbai	Gujarat	Mumbai
Telangana		Haryana	Lucknow

Moving towards what students expect from the industry in terms of remuneration offered, more than 55% students expect the remuneration to be above Rs. 2.6 lacs annually. The trend is well-aligned with the previous year's trend where more students expected a salary in this range. The Indian salary ranges when compared to those in other developing countries such as China, Singapore and South Korea, fare the worst. The scenario is, however, expected to improve in the future as companies increasingly focus on hiring key skills that are essential for their business over the longer-term, hence, not barring themselves from paying more for what they want. The students are, therefore, required to leverage this opportunity and aspire to upskill themselves.

PREFERRED SALARY RANGES



More Than 55% Of Students Would Like To Have Salary Above Rs. 2.6 Lacs PA

Moving towards the end of the Wheebox National Employability Test survey, we have observed that overall employability has remained stagnant through the previous few years with an approximate score of about 45%. This signifies that there has been no substantial improvement in the skilling ecosystem in the country. It is important to realize that as and the world shifts towards a knowledge-oriented economy, businesses increasingly adopt new technologies and the government strives to make its industries and talent stronger, the skill development framework cannot remain too far behind.

The supply side needs to focus on the new-age skills development and especially, in tandem with the industries' demands, lest it could cripple the entire demand-supply outlook. Further, students need to build an attitude of learning and accepting challenges rather than just passing and getting degrees. To this view, the government needs to monitor the enforcement of all its initiatives and operational efficiency of the training

institutes to ensure superior quality of and easy access to its training/skilling programmes across cities, towns and suburbs, alike.



SKILLS INVESTMENT VS OUTCOME

Rajasthan

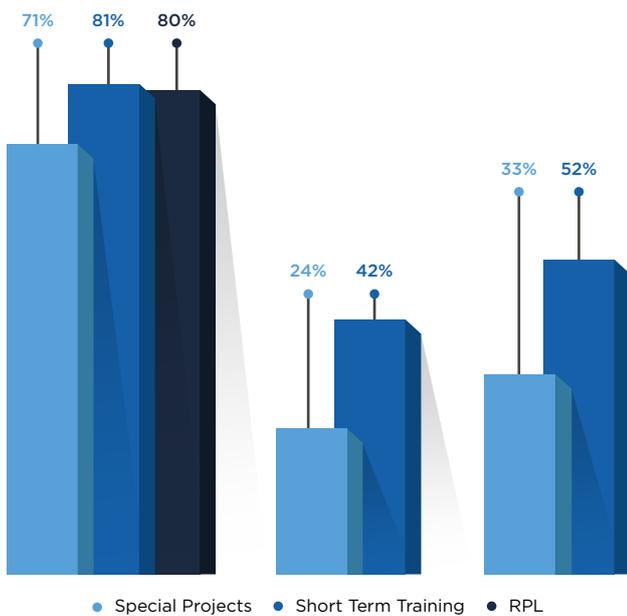
Rajasthan is one of the first state in India to establish a mission for livelihoods, in September 2004, in order to address the challenges of unemployment and ensuring gainful and sustainable employment by formulating appropriate and innovative strategies for the poor and vulnerable people. To materialize this mission, Rajasthan Mission on Skill and Livelihoods Development Corporation was created. Rajasthan government has also opened a Skills University, first in India. Since its commencement in July 2018, 58 skills related institutions have been affiliated and more than 1000 students are undergoing training.

Further, the government is supporting the much rewarded PMKVY (Pradhan Mantri Kaushal Vikas Yojana) is one of the flagship programs of Government of India under the aegis of the present Prime Minister of the country. The Government of India sanctioned an

amount of Rs. 28,38,71, 578 for year 2016-18 towards implementation of the State engagement components of PMKVY (2016-20). Also, for year 2019-20, MSDE, GOI approved Rs.33,11,71,776 for the scheme.

The statistics of deployment of funds vs outcome has not been very encouraging however some distance the same has been travelled. Out of 1,97,212 candidates trained under PMKVY 2016-2020 scheme for Short Term and Special Projects only 44% and 18% candidates got employment from 1000+ established skilling centers across Rajasthan.

PMKVY PERFORMANCE AT A GLANCE



	RPL	Short Term Training	Special Projects
Enrolled Candidates	196191	281344	2408
Ongoing Training	1171	12780	216
Trained Candidates	195020	268564	2192
Assessed Candidates	162033	251880	1289
Passed Candidates	154309	231734	1079
Placement		119243	392
Training Centers	2021	1191	18
Training Partners	56	470	9

Karnataka

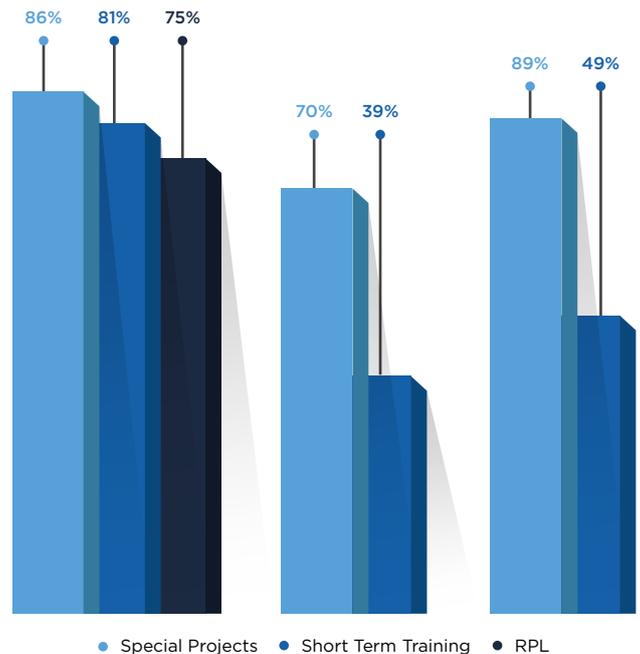
Karnataka has a robust economy, at current prices, the Gross State Domestic Product (GSDP) of Karnataka stood at about Rs 14,08,112 crore in 2018-19 . The State is the IT hub of India and home to the fourth largest technology cluster in the world. The Government of Karnataka has a special focus on the education and skills up-gradation of the state to address to the issues of skills development. In this endeavor, in the current year budget allocation , under the Chief Minister's Kaushalya

Karnataka Yojane (CMKKY), the government allocated Rs. 90 crores for CMKKY to impart industrial training to 70,000 new candidates, while Rs.37.5 crore has been set aside for upgrading the skills of 25,000 women garment workers belonging to Scheduled Castes and Scheduled Tribe communities.

Further, the Karnataka Government strives to effectively implement schemes rolled out by the Government of India. One such flagship program is Pradhan Mantri Kaushal Vikas Yojana, PMKVY. For this, the Government of India sanctioned an amount of Rs. 43,99,20,000 for year 2016-18 towards implementation of the State engagement components of PMKVY (2016-20). The government has further approved an amount of Rs. 47,16,52,896 for 2019-20 for this initiative.

The statistics of deployment of funds vs outcome has not been very satisfactory from the placement perspective, especially for short term training. Out of 84,123 candidates trained under PMKVY 2016-2020 scheme for Short Term training only 39% got employment from 140+ training centers. The placement under special projects was quite encouraging-70% candidates got placed from 8,493 trained.

PMKVY PERFORMANCE AT A GLANCE



	RPL	Short Term Training	Special Projects
Enrolled Candidates	2760580	90250	9040
Ongoing Training	67943	6127	547
Trained Candidates	2692673	84123	8493
Assessed Candidates	2152500	76461	7602
Passed Candidates	2010259	67944	7269
Placement		33092	5940
Training Centers	2046	143	95
Training Partners	65	66	19

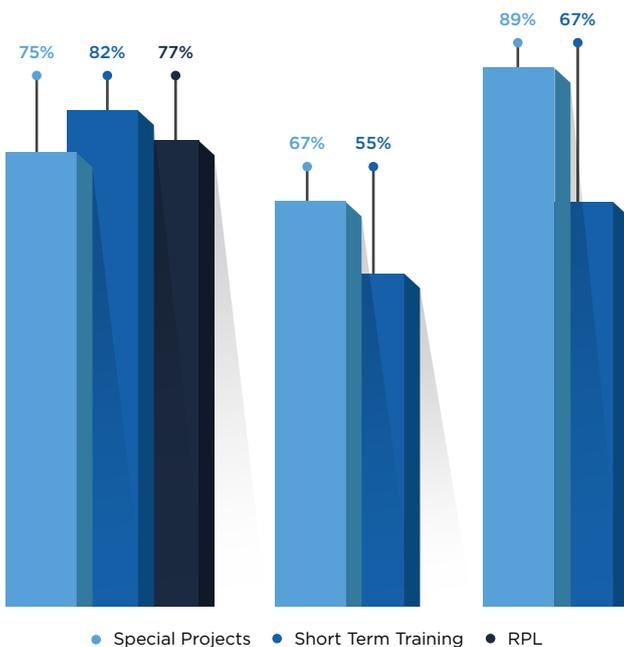
Tamil Nadu

The Government of Tamil Nadu has created the Tamil Nadu Skill Development Corporation (TNSDC), a nodal agency to establish the skills development initiatives in the state. Under this, 227,106 youth have been trained in the last 5 years. Further, the Government of India started ICT Academy of Tamil Nadu (ICTACT) in 2009 under the PPP model to bridge the industry-academia skill gap. It undertakes various initiatives such as faculty development, skill development, youth empowerment, entrepreneurship development, research and journal development, industry-institute interaction and digital empowerment.

To further strengthen the efforts made by the state government in skills development, the Government of India has sanctioned an amount of Rs. 68,86,21,441 (for 14 sectors) each for 2018-19 and 2019-20 towards implementation of the State engagement components of PMKVY (2016-20).

From the placement perspective, out of 1,56,168 candidates trained under PMKVY 2016-2020 scheme for short term training 55% got employment from 450+ training centers. The skilling scenario presents a requirement of lot of efforts to make the placements better.

PMKVY PERFORMANCE AT A GLANCE



	RPL	Short Term Training	Special Projects
Enrolled Candidates	184398	162138	12576
Ongoing Training	283	5970	1390
Trained Candidates	184115	156168	11186
Assessed Candidates	154134	139626	8738
Passed Candidates	141839	127295	8413
Placement	-	85629	7483
Training Centers	1712	460	267
Training Partners	56	152	12
Job Roles	259	128	39

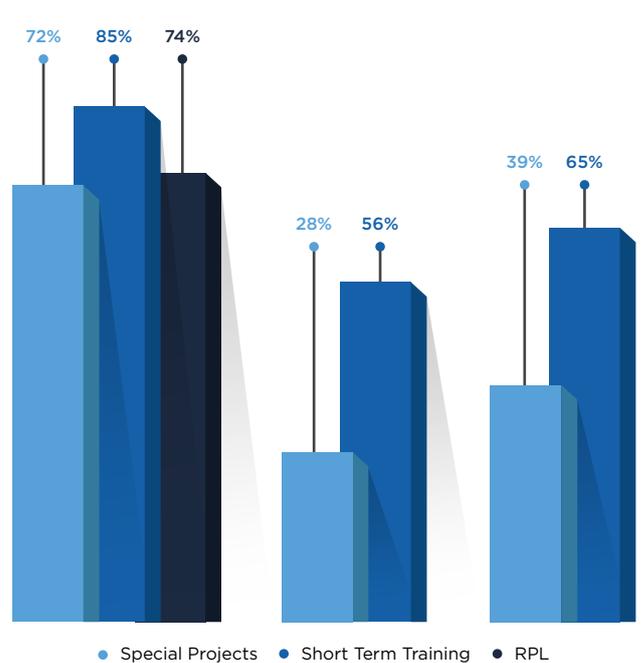
Andhra Pradesh

Andhra Pradesh, the State, has well-developed social, physical, industrial infrastructure and virtual connectivity and contributed 4.74% to India's GDP with SGDP of Rs. 809,547 crores for the FY 2017-18 and Rs. 933,402 for FY 2018-19. It is ranked number 1 in India's Ease of doing business rankings. The state government established Andhra Pradesh State Skill Development Corporation (APSSDC) in the year 2014, with an aim to implement a structured solution to skill and upskill the workforce, increase employability and promote entrepreneurship aligned with industrial growth of the state. Further, Andhra Pradesh became the first state to reserve 75% of jobs in industrial units, factories, joint ventures and PPP projects for local youths.

To enable the state government to effectively implement the state engagement components of PMKVY (2016-20), the Government of India sanctioned an amount of Rs. 11,84,26,464 for the year 2017-18. The MSDE has also approved an amount of Rs. 35,52,79,392 for 2018-19 and 2019-20.

Looking at the placement data of skilling ecosystem of PMKVY in the state, 65% of certified candidates from short-term training and close to 40% from special projects got job offers.

PMKVY PERFORMANCE AT A GLANCE

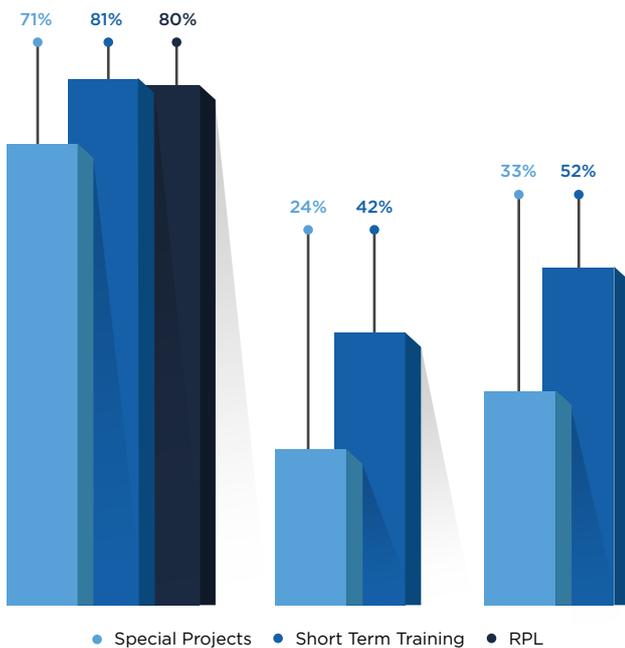


	RPL	Short Term Training	Special Projects
Enrolled Candidates	41969	102140	2333
Ongoing Training	75	6239	418
Trained Candidates	41894	95901	1915
Assessed Candidates	33434	89922	1534
Passed Candidates	31171	81739	1387
Placement	-	53320	537
Training Centers	732	187	34
Training Partners	38	77	7
Job Roles	109	90	21

Uttar Pradesh

Uttar Pradesh has contributed over 8% to India's GDP with SGDP of Rs 15.42 trillion for the FY 2018-19 . It has large base of skilled laborers and has emerged as a key hub for IT and ITeS industries including software, captive business process outsourcing (BPO) and electronics. The UP government has established UPSDM programme in the year 2013 under which training is being provided to the youth of the state in electrical, healthcare, construction, beauty and wellness sectors. To further strengthen the skills ecosystem, the government is opening two Skill Centre of Excellence

PMKVY PERFORMANCE AT A GLANCE



(CoE)s – one for plumbing and other for services sector. India Institute of Skills (Kanpur), made in collaboration with Institute of Technical Education, Singapore is also going to be operational soon.

An amount of Rs.52.26 crores was sanctioned by the Government of India for year 2017-18 towards implementation of the State engagement components of PMKVY (2016-20). MSDE has also approved an amount of Rs.208.04 crores for 2016-20, to be sanctioned equally over 4 years period.

	RPL	Short Term Training	Special Projects
Enrolled Candidates	383485	528361	11099
Ongoing Training	1663	32539	4370
Trained Candidates	381822	495822	6729
Assessed Candidates	325176	452722	5529
Passed Candidates	304850	401875	4795
Placement	-	207676	1587
Training Centers	3027	1605	127
Training Partners	68	640	28
Job Roles	245	170	52

The performance statistics in terms of placement has not been satisfactory. Only a meagre 24% of 4,95,822 candidates trained under short term trainings and 42% of 6,729 candidates trained under special projects got employment from 660+ training centers.

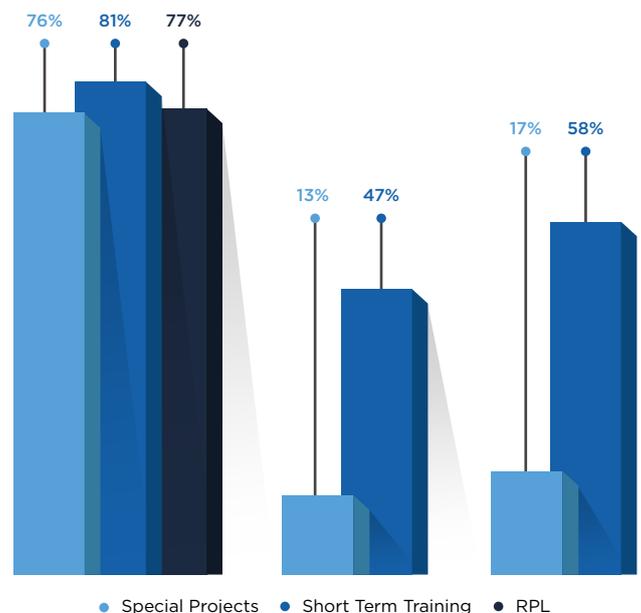
West Bengal

The state of West Bengal contributed 12.58% to India's GDP for FY 2018-19 . The government has established Paschim Banga Society for Skill Development (PBSSD) focusing on interventions in skill development in an integrated and coordinated manner for providing vocational education and skill development leading to a sustainable employment for the people. Utkarsh Bangla Scheme launched by CM, is a flagship programme of the state, which aims to train 6 lakh people every year. To give impetus to the scheme, the State Government has allocated Rs 1,106 crore to the Technical Education, Training and Skill Development department for the FY 2019-20 . Further, in 2019, the government imparted training to 5,15,010 people. It has been awarded with the skill award – “Gold” as SKOCH AWARD on 25th Feb.2019.

The Government of India, MSDE approved an amount of Rs.38,04,64,812 for 2019-20 towards implementation of the State engagement components of PMKVY (2016-20). MSDE sanctioned an amount of Rs.38,04,64,812 for year 2017-18.

From placement perspective, out of 1,49,393 candidates trained under short term training, about 50% got placements. However, the figures are discouraging for special projects, where only 13% trained candidates got the jobs.

PMKVY PERFORMANCE AT A GLANCE



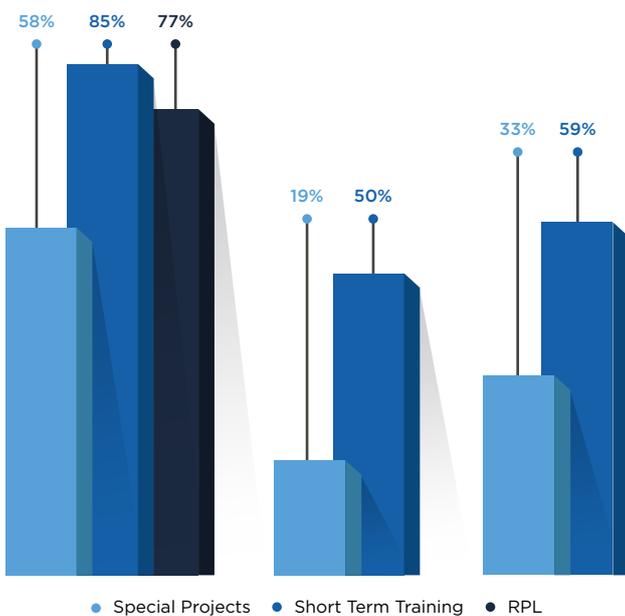
	RPL	Short Term Training	Special Projects
Enrolled Candidates	87178	163906	2642
Ongoing Training	440	14513	534
Trained Candidates	86738	149393	2108
Assessed Candidates	70952	135704	1898
Passed Candidates	67175	120985	1610
Placement	-	70160	280
Training Centers	1038	264	57
Training Partners	43	123	10
Job Roles	170	120	20

Haryana

The state of Haryana contributed around 3.32% to India's GDP for the FY 2018-19. Haryana is known for creating a progressive business environment and offers a wide range of incentives to business organizations. It is ranked as a 3rd best state in the India's ease of doing business as of 2018. For skills development, the government formed Haryana Skill Development Mission (HSDM) in 2015 which provides training through 80+ courses covering 15+ sectors available across various schemes like SURYA, SAKSHAM, PMKVY, Driver Training, SEEKHO-SIKHAAO, and DAKSHA. It also has Entrepreneurship scheme which is currently being implemented through HVSU (Haryana Vishwakarma Skill University). Further, to drive the initiatives successfully, the Finance Minister has allocated Rs 680.06 crore for skill development and industrial training for the FY 2019-20.

To enable the state government of Haryana to effectively implement State engagement components of PMKVY (2016-20), the Government of India sanctioned an amount of Rs.32,37,56,924.40 for 2019-20. Earlier Rs. 21,56,99,375 was sanctioned for year 2017-18 and Rs. 32,33,41,200 for 2018-19.

PMKVY PERFORMANCE AT A GLANCE



While reporting the placement statistics, out of 4,399 certified candidates under special projects, 33% of the candidates got employment from 50+ training centers and out of 2,01,486 certified candidates in short term training, close to 60% landed jobs.

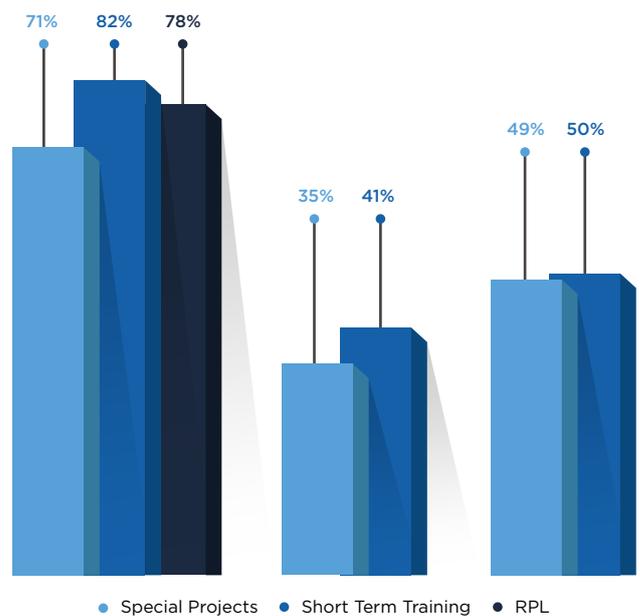
	RPL	Short Term Training	Special Projects
Enrolled Candidates	133694	243342	9320
Ongoing Training	847	6253	1673
Trained Candidates	132847	237089	7647
Assessed Candidates	107414	220328	5364
Passed Candidates	101994	201486	4399
Placement	-	119466	1430
Training Centers	1845	853	55
Training Partners	58	333	18
Job Roles	197	133	47

Delhi

Delhi is one of the fastest growing union territories of the country with a State Gross Domestic Product (SGDP) of Rs 7.8 trillion for the FY 2018-19. The Delhi government, under its Department of Social Welfare, has formed the Delhi Skill Development Programme (DSDP) to provide employment related skills to aspiring candidates. The skills are imparted in smart centers by certified training partners approved by the NSDC (National Skill Development Council). According to NSDC, 80% of the trained candidates will be offered employment through networking by the training partners.

The Government of India approved an amount of Rs.54,66,00,600 each for the year 2018-19 and 2019-20 towards implementation of the State engagement components of PMKVY (2016-20). The previously sanctioned amount was Rs. 15,39,72,000 for year 2017-

PMKVY PERFORMANCE AT A GLANCE





	RPL	Short Term Training	Special Projects
Enrolled Candidates	432477	117922	25053
Ongoing Training	47997	9668	1039
Trained Candidates	385580	108254	24014
Assessed Candidates	270683	95337	13846
Passed Candidates	246235	82732	8314
Placement		39130	108
Training Centers	8936	304	156
Training Partners	64	121	14
Job Roles	283	116	43

Vikas Abhiyaan (PMKUYA) is a flagship program of the department that provides free skill training to youth through Industrial Training Institutes (ITIs) and empanelled private Vocational Training Providers (VTPs). It is a leading state in terms of the number of students trained in vocational courses (150000+) and it puts a special emphasis on empowerment of women and the weaker sections of the society through livelihood and employment opportunities. Interestingly, over 50% of the beneficiaries of PMKUYA are women. An amount of Rs. 85,77,62,615 each for the year 2018-19 and 2019-20 has been approved by MSDE towards the implementation of state engagement components of PMKVY (2016-20). Earlier, an amount of Rs. 85,77,62,615 for the year 2017-18 was sanctioned by the Government of India.

Looking at the skilling ecosystem, out of 24,014 candidates trained under special projects, less than 1% of candidates got employment from 150+ training centers. Further, of 1,08,254 trainees trained under the short-term training program, only 36% candidates were able to land a job, thus not presenting an adequate picture of skilling programmes.

	RPL	Short Term Training	Special Projects
Enrolled Candidates	103841	124051	15358
Ongoing Training	115	2790	2061
Trained Candidates	103726	121261	13297
Assessed Candidates	85450	108551	11451
Passed Candidates	80497	99761	9493
Placement	-	50143	4622
Training Centers	1004	291	59
Training Partners	52	167	27
Job Roles	211	112	37

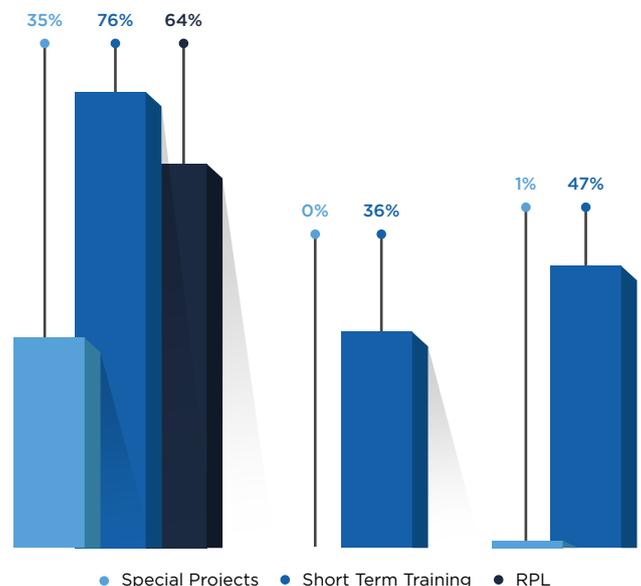
18. A total of 81,000 trainees will be trained between 2017-20 using the funds.

The statistics of deployment of funds vs outcome has not been very satisfactory from the placement perspective, for both short term training and special projects. Out of 1,21,261 candidates trained under PMKVY scheme for Short Term training only 41% got employment from 290+ training centers. The placement under special projects was even lower, 35% candidates got placed from 13,297 trained.

Maharashtra

Maharashtra has a State Gross Domestic Product (SGDP) of Rs 2,41,600 crores as of 2017-18 contributing around 14.11% to India's GDP. In the year 2015, the government formed Department of Skill Development and Entrepreneurship to streamline the vocational training and livelihood promotion activities of the government. The Pramod Mahajan Kaushalya and Uddyojakta

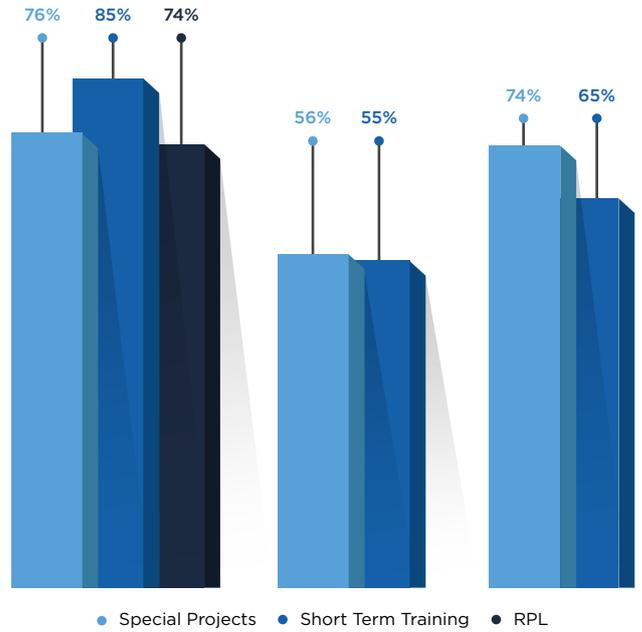
PMKVY PERFORMANCE AT A GLANCE





The performance statistics of PMKVY for the state from placement perspective is better than that of other states. Statistics show that 55% of 1,22,832 candidates trained for short term training and 56% of 2,199 candidates trained under special projects were able to get employment from 240+ training centers.

PMKVY PERFORMANCE AT A GLANCE



	RPL	Short Term Training	Special Projects
Enrolled Candidates	65359	126522	2569
Ongoing Training	467	3690	370
Trained Candidates	64892	122832	2199
Assessed Candidates	52092	113865	1903
Passed Candidates	48047	104001	1664
Placement		67473	1231
Training Centers	882	220	22
Training Partners	51	71	7
Job Roles	181	88	28

Telangana

Telangana is the fastest growing state in India registering 14.9% growth in Gross State Domestic Product (GSDP) for FY 2019 . It is becoming hub of various global companies with the development of High-Tech city in Hyderabad. In its budget of 2019, the government introduced an unemployment allowance of Rs 3,016 per month to the eligible, totaling Rs 1,810 crore for FY ending 2020. The Government has formed Telangana Jagruthi Skill and Knowledge (Tj Skill) under National Skill Development Corporation of India (NSDC) and organization TASK (Telangana Academy for Skill and Knowledge) to skill and upskill state’s youth.

To support the PMKVY scheme, MSDE approved an amount of Rs. 41,30,29,890 for 2018-19 and Rs. 27,53,44,124 for 2019-20 towards implementation of the State engagement components of PMKVY (2016-20). For the year 2017-18, MSDE sanctioned an amount of Rs. 22,94,64,472.

ACADEMIA SPEAKS



Prof. (Dr.) Ashwini Kumar Sharma
DEAN - School of Engineering, COE
Kaziranga University, Assam

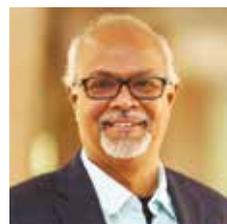
“The Wheebox National Employability Test (WNET) is a great platform for the students to understand their skill sets and competencies. By this, they can get insight to prepare for industry needs and work on a specific area for improvement. I am sure this initiative will benefit the students of all the courses and lead them to a better workforce of the future.”



Dr Harivansh Chaturvedi
Director, BIMTECH, Greater Noida
Z.H. College of Engg. & Tech.
**Executive President, Education
Promotion Society for India**

“The road to India becoming a \$5 Trillion economy traverses through transformation of Indian Education. Recruiters want skills, competencies and preparedness of the young talent for workplaces. Outdated curriculum and obsolete pedagogies being used in our higher education are not delivering desired skills among degree

holders. Exponential and disruptive technologies have created a situation where our educated youth are not finding jobs in modern industries due to lack of required skills. We need to develop new skills among youth which will be in demand during next decade or so. There is no authentic manpower requirement data available which is based on the future requirements of the industry for the next five to ten years.”



Chandrasekhar Sripada
Executive Director (Human
Capital & Leadership Initiatives)
Indian School Of Business

“Employability, given our burgeoning and young human capital, has to reached the proportions of a national emergency. Government alone can't handle this challenge. Here are three things that India Inc can do: 1) Make skill upgradation a board agenda and CEO KPI 2) Make Analysts and Investors to ask and review what skills a company has identified as obsolete, and how is skill upgradation being provided for those who will lose jobs due to old skills 3) Mandate companies to partner with relevant “Skilling institutes” or create where there are none and incentivize employees to learn new skills. 5 trillion economy will be a pipe dream without creating relevant new age skills at scale.”



Dr. Priya R. Swaminarayan
 Dean - Faculty of IT & CS
 Professor & Director - PIET - MCA
 Principal - BCA - Parul Institute of
 Computer Application
Parul University, Vadodara

“ I would like to congratulate Wheebox and the entire India Skills Report Team for publishing India Skills Report and for reaching over 3,10,000 students across 28 States, 9 Union Territories & 100+ employers. Wheebox helps recruiters for finding best talent using validated, reliable and standardized test for pre-hiring and learning needs assessments. I am sure that the India Skills Report will also be helpful to higher educational institutions for revision of their curriculum based on the requirement of Global Industries and current trends of Industries. ”



Rekha Sethi
 Director General
AIMA

“ Doubling the economy in five years demands an exponential increase in quantity and quality of skilled labour. A digitizing economy requires everyone to work with digital technologies and business models. A basic proficiency in using mobile, cloud, internet platforms, robotics and AI is required by all. India has a lot of catching up to do in that respect.

Employability is a function of employers' investment in training the existing & the prospective employees. This is particularly true at a time when business technologies & methods are undergoing fundamental change. The biggest challenge is to get employers & employees to invest in continuous learning. ”



Prof. (Dr.) Vishal Y. Doshi
 Head Training & Associate
 Professor, IIC Coordinator
RK University, Rajkot

“ RK University is a place where “Change” happens. Our students are challenged and motivated to change their perspectives towards education by our faculties. Our faculties constantly change their teaching pedagogies and instructional approaches to match industry requirements and student needs. RKU feels privileged to be partner with Wheebox by contributing in the development of “India Skill Report 2020”. RKU focus on transformational experience of

our students through cutting - edge courses, research, industry relevant activities and fulfilling the demand by providing quality students. Wheebox Employability Skill Test (WEST) measures the ability and skills of Students in the area Aptitude, Behavioral and Domain Knowledge and helps the educators for bridging the gaps between Academia and Industry. RK University is conducting Wheebox Test from last three years and finding continuous improvement in results of students and quality of test which also helpful to students in their final placement campus. We look forward to have such more reports for continuous improvement in the field of education for the betterment of society. ”



Dr. Harsh Purohit
 Dean, FMS-WISDOM and Law
Banasthali Vidyapith, Rajasthan

“ Wheebox National Employability Test has grown in popularity as the stakeholders get to understand the merit of testing the students on all desired parameters. The Wheebox Team has been working relentlessly to promote learning, testing and skill enhancement which positively contribute to the employability and therefore in interest of the nation. At Banasthali Vidyapith, the world's largest residential university for women's education nurturing women for leadership roles since 1935, we believe that Education, Employment and Empowerment have a strong connect and delighted to partner with Wheebox in bringing out The India Skills Report 2020. It is wonderful to note that over the time, thousands of girl students from Banasthali have participated in the Wheebox test and we wish all the success to Wheebox in future endeavors. ”



Anil Sachdev
 Founder and CEO,
**School of Inspired Leadership
 (SOIL) India**

“ Our Higher Education System needs to be reimagined. We need to develop students who develop their capacity to learn through introspection, reflection and source the child like curiosity within themselves to acquire the skills needed for the new world. Even as we learn how to deploy artificial intelligence, robotics and machine learning and embrace the power of big data and digital, we have to develop empathy, and mindfulness so that our students think holistically and work to make our world better. We need to free our higher education system of all controls and make this sector attractive for investments by the world's best universities. India will never become a developed country unless we completely reform higher education. ”



POWER SECTOR SKILL COUNCIL

NEW DELHI



Shri Vinod Behari,
Chief Executive Officer
Power Sector Skill Council

GENESIS AND ROLE

Power Sector Skill Council has been set up primarily with an objective of working towards availability of skill-trained and certified workforce for the major job roles in power sector. This is an industry led and industry focussed body which reflect the priorities of the sector and brings together various stakeholders to achieve its objectives. Having been promoted by Ministry of Power, Govt. Of India, Ministry of New and Renewable Energy (MNRE), Govt. Of India and Indian Electrical and Electronics Manufacturers' Association (IEEMA), PSSC has representations from across the sector with all major Stakeholders on board. It has thus been an industry and employer driven initiative designed to help them with improved availability of readily employable and skilled workforce through a robust process of standardization of occupational standards, skill development, assessment and certification. The area of its operation includes, power generation, transmission, distribution, downstream operations, renewable energy and power equipment manufacturing.

In order to deliver of its mandate, Power Sector Skill Council has taken a range of initiatives. It has developed Qualification Packs/National Occupational Standards (QP/NOS) with reference to major job roles in power sector, which have high employment potential. These QP/NOS map very extensively the job deliverables and performance criterion that the job holder is required to deliver and further align them with appropriate skill sets, competencies and specific Knowledge inputs needed for the same, standardising them across the utilities, which affords them a national character.

PSSC have so far developed QP/NOS with reference to thirty five major job roles across power generation, transmission, distribution, downstream operations

and equipment manufacturing area etc. Between them they capture almost 90% of the entry level job roles. Accepted by industry across power utilities, they represent standard occupations and skilling benchmarks. Going further, PSSC developed standardized learning resources suitably aligned to applicable QP/NOS along with the Trainer's Guide, Assessment and Certification tools etc. It then rolls out the skill development initiatives in partnership with the credible training providers. This is followed by third party assessment of trainees and then their certification by Power Sector Skill Council, subject to participants qualifying to a threshold level. While on the one hand this ensures standardisation of skilling processes and its delivery, on the other, it facilitates industry's acceptance helping them with improved availability of readily employable workforce.

WORKFORCE COMPOSITION AND CHALLENGES

The current manpower in organized segment of power sector, covering generation, transmission & distribution stands as nearly 16 lakhs with replenishment happening at a rate of approximately 20% to make good the separation on account of mid-career changes, retirements etc. While at Senior Managerial level, market forces take care of demand and supply numbers being limited, the real challenge lies at the bottom of pyramid where volumes are high, skilling standards and qualities remain uncertain as also general reluctance of employers to invest in skilling, which eventually impact the quality of workforce apart from their exposure to hazards and unsafe operations. Also, the employment landscape in power sector has been getting fairly

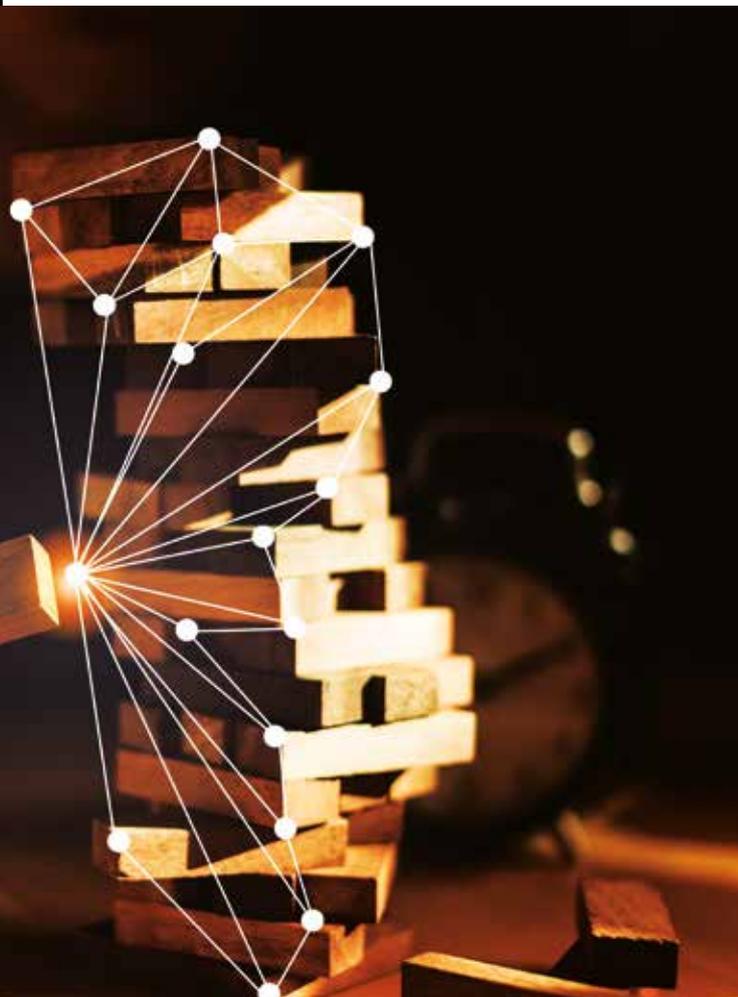
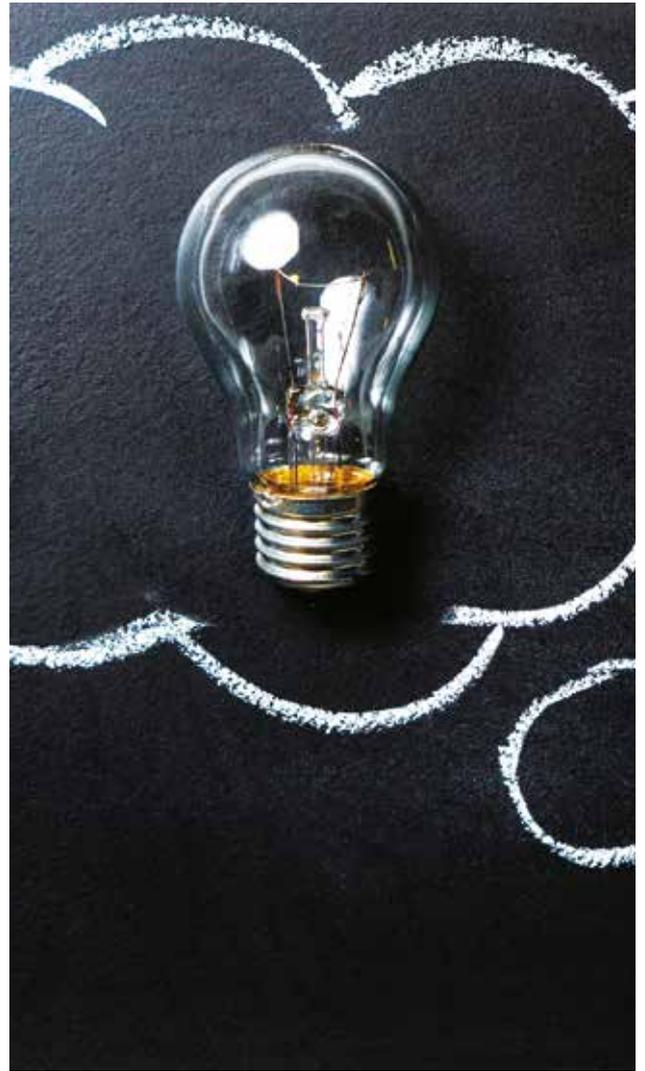


complex with infusion of large-scale contract and outsourced workforce. This renders it very difficult to assess precisely the exact demand and supply short fall of skilled workforce and then going forward to ensure their adequate skilling preparedness, as a pre-condition to employment.

SKILL GAPS AND SECTORAL NEEDS

Based on the initial skill gap survey conducted by PSSC and also drawing upon the analysis & projections of Central Electricity Authority, the expected demand supply gap covering diverse activities such as operation & maintenance, EPC and project construction requirements as also downstream operations such as street lighting and domestic solutions etc., the expected incremental requirements for 10 years period ending with the year 2027 will be approximately 16 lakh. This, however, does not include the requirement in the areas of renewable energy (which is likely to be of a huge order considering ambitious target of 1.75 lakh MW by the year 2020-22) and power equipment manufacturing segment, which again are expected to be huge in numbers.

A major discovery of skill gap survey remains that the real volume of demand growth lies in downstream operations which lie significantly in unorganized sector. As regards the areas in power sector that require largest skilled trained manpower in the organized section, power distribution obviously figures on the top. However, the requirement of skilled workforce in downstream segments of last mile electricity delivery system such as street lighting, energy efficiency projects and varied requirement of consumers for a



range of domestic solutions has been growing very fast considering the fact that flagships schemes such as DDUJY, IPDS, SAUBHAGYA etc. and have led to large scale penetration of electricity of rural and semi-urban areas including strengthening of distribution and supply network. The estimated incremental requirement of skilled workforce in these areas for a period up to the year 2027 stands at 8 lakh +. Sustained efforts are therefore required to ensure the availability to skilled workforce.

MAJOR ACTIVITIES UNDERTAKEN

To deliver on its mandate, the Power Sector Skill Council has been undertaking a wide range of initiatives. It begins as stated above with development of skilling standard known as National Occupational Standards (NOS) with reference to major power sector job roles with high employment volume. Already, Power Sector Skill Council had developed NOS with reference to thirty five major entry level job roles at skilled workman level & supervisor level, covering between them nearly 80% of entry level workforce required. Following a defined protocol, these occupational standards undergo a process of structured validation by industry followed by approval by designated authorities. This is followed by



development of Learning Resources such as Participant Handbook (in multiple languages), Trainers' Guide, Question Bank, Training Delivery & Assessment Protocol etc. Parallely, the task of capacity building goes on that covers ToT, ToA, Accreditation of Training Providers etc.

The skill development program is rolled out thereafter in partnership of credible training providers followed by third party assessment by capable assessment agencies and certification by Power Sector Skill Council leading to appropriate job placement in wage employment or self-employment category.

Preparation completed by PSSC thus far include readiness of a robust 1800+ certified Trainers across multiple job roles, 800+ certified Assessors, developing learning resources (including text books for participants, Trainers & Assessors Manuals, delivery protocol, films & audio-visual teaching aids etc.) in 30+ job roles across twelve languages.

During the last four years of its operation, PSSC skill-trained and certified approx. 120000 workforce across power sector largely in distribution area. This was in initial years of operation when PSSC had been confronted with several challenges and limitations. Having overcome them to a large extent now, PSSC looks forward to deliver the far bigger number in the days to come. As regards, long term approach, it will be dealing with the issue of skilled workforce availability on

a far bigger scale delivering bigger number in response to industry requirements.

Another long-term activity PSSC proposes to pursue is to facilitate net export of skill-trained workforce in power sector to countries abroad taking advantage of its demographic dividend and younger population profile.

To that end, PSSC plans to align its QP/NOS to global standards applicable in those countries abroad, with a view to facilitate customized training and a targeted job placement abroad. Initially, it plans to begin with SAARC countries in its immediate neighborhood, where skilling needs and standards are expected to be comparable to that of India.

UPCOMING INITIATIVES

Power Sector Skill Council has in past responded to some of the major skilling challenges thereby supporting mega socio reform initiative of government. One such initiative related to facilitating the drive of Universal Household Electrification announced by Govt. of India in the area of 2017 thus allowing access to electricity for backlog unelectrified households. The target of Universal Household Electrification remained huge. The Govt. of India, therefore, launched the scheme "Pradhan Mantri Sahaj Bijli Har Ghar Yojana" (SAUBHAGYA). The scheme aimed at ensuring delivery of electricity



to every household as a means of transforming their socio-economic and educational status. One of the challenges that confronted successful implementation of scheme related to availability of skill trained and certified workforce who would enable implementation of the scheme at ground level across the remote and far flung rural areas.

Power Sector Skill Council rose to the occasion. Having made nationwide preparation, it launched the mega initiative known as SAUBHAGYA Skilling Initiative targeting focused states of Assam, Bihar, Jharkhand, Madhya Pradesh, Odisha and Uttar Pradesh. PSSC developed a customized Qualification Pack (Lineman Distribution - Multi skilled) and used another existing one Technical Helper - Power Distribution. It took extensive measures and trained approx. thirty thousand workforce, under Pradhan Mantri Kaushal Vikas Yojana (PMKVY), who along with others implemented in the task of ensuring household access to Electricity, thus facilitating successful implementation of the scheme.

The upcoming initiative include Railway Electrification Skilling Initiative which Power Sector Skill Council is about to launch, targeting skill training and certification of 1.4 lakh workforce to be deployed on ambitious railway electrification project. It may be recalled that Railway have ambitious plan of electrification of railway track in next to 2 - 3 years' time which needs deploying of huge trained and certified workforce to

accelerate the pace of project delivery and to complete it in a time bound manner. This initiative of Power Sector Skill Council targets to train and certify nearly 1.4 lakh workforce both fresh, leading to generation of employment (almost 50%) and as mid-career upskilling intervention for workforce already deployed. It is expected to significantly accelerate the process of railway electrification in the larger national interest.

Another, upcoming project relates to a demand driven implementation of training on power sector job roles at ten selected ITI's in the state of Bihar in response to the needs of skilled workforce in the state.

Demand Aggregation carried by Power Sector Skill Council reveals requirement of about 10,000+ trained and certified workforce across multiple job roles, largely in Power Distribution area which is planned to be met through this unique initiative i.e. Bihar ITI Skill Development Project, thus ensuring assured job placement to the qualifying ITI graduates.

EMERGING AREAS AND CHALLENGES

Electricity Distribution and downstream operations covering energy efficiency projects such as Street Lighting and wide range of domestic solutions are the areas where requirements are likely to be huge in the coming years. They would obviously form a priority for PSSC in its efforts to ensure skill development and



employability enhancement. However, lack of formal skilling standard coupled with absence of supportive eco system has been severe limiting factors. Skilled workmen in our country do not enjoy good social recognition. Consequently, skilling has low aspirational value for youth. An electrician or plumber always figures low in the social strata vis-à-vis an Engineer or MBA irrespective of contribution to the society or industry, which proves a daunting challenge in the matter of sourcing, even though opportunities exist.

Financing skilling initiatives of course remains the biggest challenge. Industry going in for flexi manning solutions, with reducing number of regular and permanent workforce, employers general reluctance to invest in skilling, multi layering of employment contract thus rendering the real employer somewhat invisible, candidates not being able to afford the skilling cost, very limited CSR funds finding their way into skill development are among other challenges.

PSSC have been addressing them, building robust partnership with various stake holders including industry

bodies, Municipal Corporation, trader's association etc., in addition to organized players such as power utilities, equipment manufacturers etc. All in all it has been working towards developing a supportive eco system taking multiple stake holders on board which will hopefully enable it address the gigantic challenges of skill development. Difficulties notwithstanding, future indeed holds brighter hopes and PSSC remains committed to making most of it in the larger national and social interest.

INDIA HIRING INTENT - 2020

THE DEMAND STORY



JOBS OUTLOOK 2020

Increasing globalization, demographic changes, emerging technologies, regulatory framework and geopolitical scenario will significantly influence India's job landscape in the coming years. With initiatives such as Skill India or efforts in the direction of investing in infrastructural changes, ramping up of micro-entrepreneurship models and boosting the start-up ecosystem, the Government of India is clearly laying out signs that it is up for re-inventing the business case for India.

In addition, the rapidly changing technology environment is reshaping entire organizational structures and operations. It has led to the rise of new business models disrupting the incumbents, altered customer behaviour, reformed service delivery methods and operations, and most importantly, it has changed the way people work. Some striking examples that instantly come to the mind are Swiggy, OYO, BigBasket, Ola and Lenskart, the brands which have revolutionized the entire business ecosystem.

As we head towards a knowledge-driven and tech-enabled workplace, repetitive and low-skilled jobs are

increasingly being automated using technologies like Robotics, Artificial Intelligence and Machine Learning. The key emerging digital technologies are creating new arrangements for labour market called the 'gig-economy'. The gigs-based work model is moving the work beyond the corporate boundaries in terms of short, flexible, part-time work. All these changes certainly pose an increased threat of workforce replacement.

It is, therefore, necessary that India Inc. identifies and understands the changing job landscape and the emerging, new roles due to these disruptions. Further, it needs to look at the skills that its workforce currently possesses and the skills that it will need in the future so that leaders can devise solutions to develop these new skills. Most importantly, the knowledge temples of the country – schools, colleges, training institutes, vocational study centres, among others – need to be reformed to build a solid foundation of knowledge, skills and attitude.

It is observed that despite a huge population of energetic youth in the country today, the industry is complaining of scarce talent. To understand this problem better and answer what can be done, we conducted an online survey, the India Hiring Intent 2020, with more than 150 employers, across 9 industries

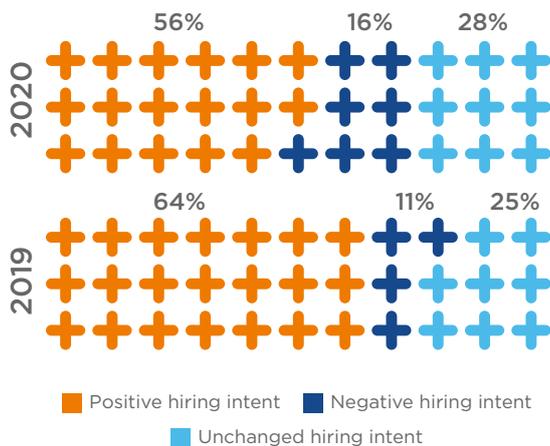


to understand their challenges in hiring the candidates they want. The leaders also shared their views on the kind of roles/skills the organizations would seek in their prospective employees, where do they plan to hire and what channels would they prefer to reach out to candidates. So, here we present the India Hiring Intent 2020 survey results.

POSITIVE HIRING OUTLOOK DESPITE THE SLUGGISH ECONOMY

56% of the Industry employers in the 2020 survey, reported a positive outlook on hiring and about 28% maintained the status quo. The figures, however, dropped this year as compared to 2019, where 64% of respondents reflected a positive intent while 25% of respondents mentioned they do not intent to increase to decrease their hiring state. The decline is largely attributed to the slowdown in various industries across the economy. For example, the automobile industry witnessed a dip in sales and production, the growth of the manufacturing sector has been sluggish and banking and non-banking entities faced heat with an increase in disclosures of non-performing assets.

56% of employers expressed a positive hiring intent for 2020

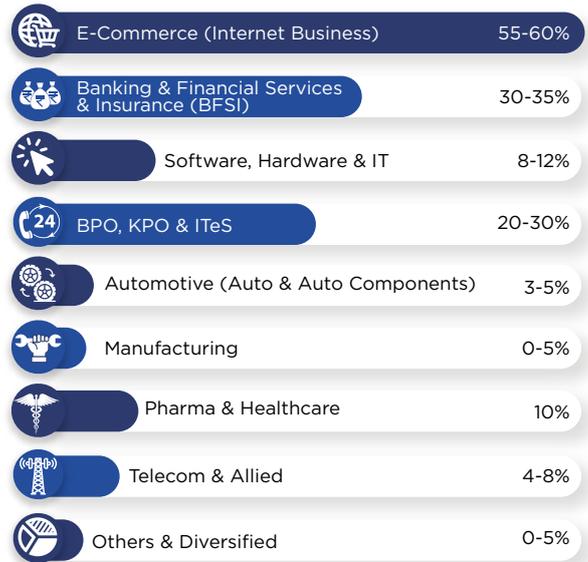


ON A HIRING SPREE - E-COMMERCE AND BFSI TO BE THE JOB-CREATION ENGINE

The industries which are expected to ramp up hiring the most are E-commerce and BFSI. Leaders in the E-commerce sector expects hiring to swing up by around 55-60%, while an uptrend of 30-35% is expected by leaders in the BFSI sector. A strong example of the hiring upswing mentioned for E-commerce above is the recent announcement made by Swiggy who is aiming to become one of the biggest employers in the country by adding 3 lakh employees to its workforce. Further, India's sunshine sector, IT along with ITeS, BPO and KPO would be a promising growth engine for job creation in 2020 as well.

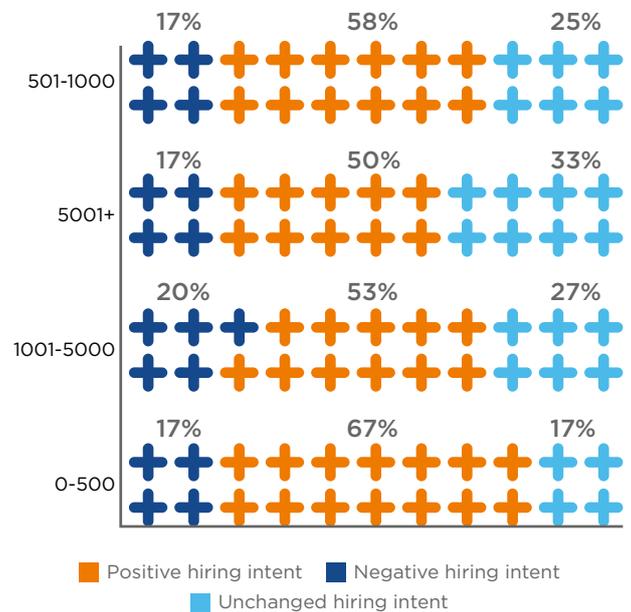
Hiring Intent By Company Size

With respect to company size, the survey reveals that



67% of smaller organizations with employee strength ranging from 0-500 and 58% of employees with employee strength between 501-1000 employees indicate a positive hiring intent. However, the hiring intent has considerably remained same as last year for companies with employees >5000.

67% of smaller organizations show a positive hiring intent

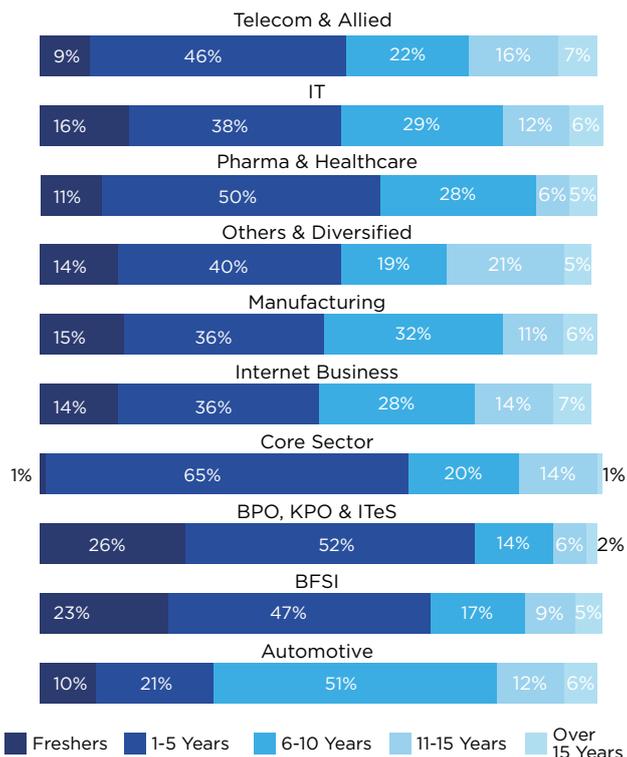
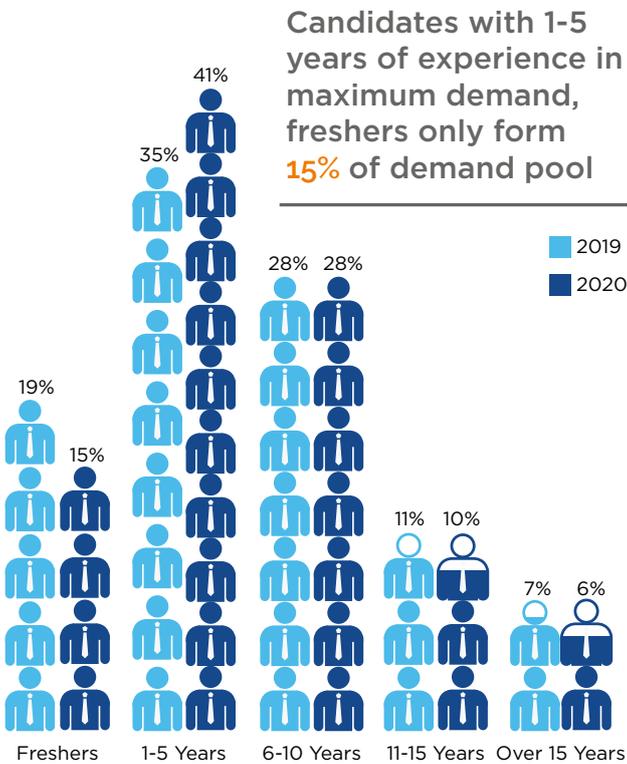


WHO IS GETTING HIRED?

Hiring Intent By Work Experience

Yet again this year, mostly the candidates with 1-5 years of experience are in demand and are sought by over 40% employers across industries. While the overall hiring is expected to increase, the demand for

freshers has been declining, amounting to only 15% of the demands pool this year, which has been the lowest in the past 3 years. This can be attributed to the fact that industries are adopting new technologies and transforming their operations and thus, are looking for professionals with a few years of corporate experience. Further, a quarter of demand is held by candidates with 6-10 years of experience.



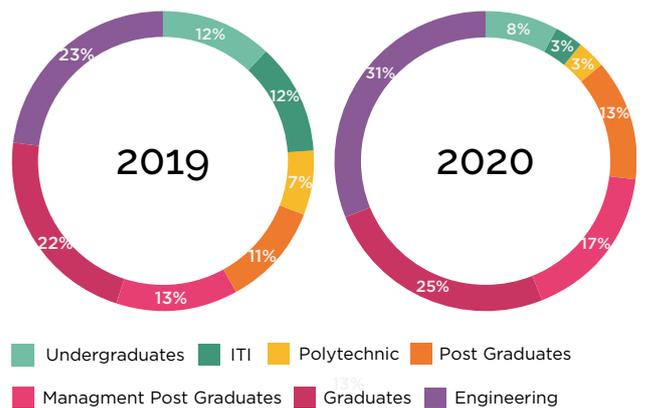
Taking a look at the sectoral results revealed that freshers hold about a quarter of demand coming from the BPO, KPO and ITes, and BFSI industries' employers. This is quite evident from the recruitment process of various banks, which are known to run their training programs wherein they hire a large number of freshers, train them extensively and then place them across the organization.

Further, looking at the preference for hiring 1-5 years experienced candidates who are in most demand, are from ITes, BPO, KPO industry followed by Pharmaceuticals (more than half of the demand pool).

Hiring Intent By Education Domain

Engineers are expected to be hired the most (31%), closely followed by general graduates such as BCA, BBA, B.Com, B.Sc (25%). The overall demand for engineers has increased from last year by around 10%. Additionally this year, there is increase in demand for MBA and post-graduate students as compared to

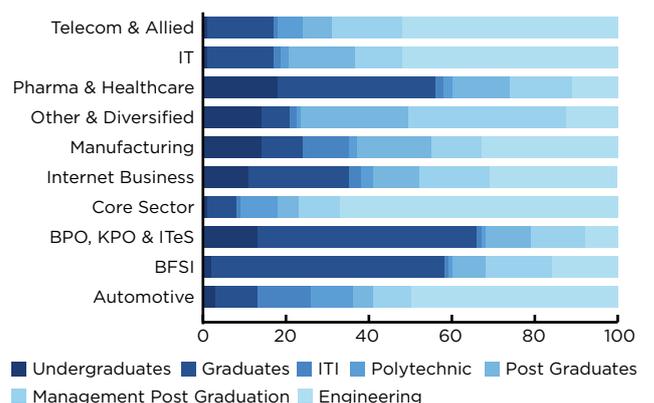
Engineering & Graduates are high in demand



previous year. In contrast to last year, the demand for Industrial Training Institute (ITI) and polytechnic pass-outs has dropped significantly.

Upon analysis of the demand outlook posted by various industries, it has been noted that engineers are preferred over a wide range of industries - automotive (auto and auto components), manufacturing, core sector, IT and telecom forming more than 50% of demand pool.

HIRING INTENT BY EMPLOYEE EDUCATION (SECTOR-WISE)



Similarly, graduates (BA/B. Com/BSc etc.) form a large part (>50%) of the demand rising from the Pharma, BPO, KPO and ITeS industries.

WHAT IS GETTING HIRED?

Positive Attitude And Soft Skills Are Must-Have

When asked about the skills that employers seek while hiring, all employers explicitly mentioned the requisite of a 'positive attitude' in the candidate, with the sense that a candidate with a positive outlook towards job and learning is more likely to do better in her/his professional career than her/his counterparts. The unanimous voice of HR experts as per discussions during the Decoding Jobs 2019 - The Think Tank Roundtable Series also placed a lot of importance on the attitude of candidates (further qualitative findings of the discussions held during the Decoding Jobs 2019 - The Think Tank Roundtable Series are mentioned in subsequent sections of this report).

Employers mentioned **top 5 Preferred Skills** in a candidate while hiring

- Positive Attitude
- Adaptability
- Learning Agility
- Domain Expertise
- Interpersonal Skills



Apart from a positive attitude, domain knowledge and adaptability were also highly sought-after qualities in a candidate. These qualities were rated the same across the industries surveyed.

Upcoming New Skills

The survey also laid importance on the skill areas that the employers foresee as up and coming in the next 5 years in their organizations. Employers cited the increasing role of data science and analysis, and social media marketing in the coming five years in the industry. This is due to the ever-increasing role of advanced technologies, impacting functions across the value chain. Industries are embracing technologies in every possible area to improve customer experience and drive

Emerging job areas/skills in next **5 years**

- Data Science & Analysis
- Digital Marketing
- Robotics Process Automation
- Human Centered Design
- Compliance

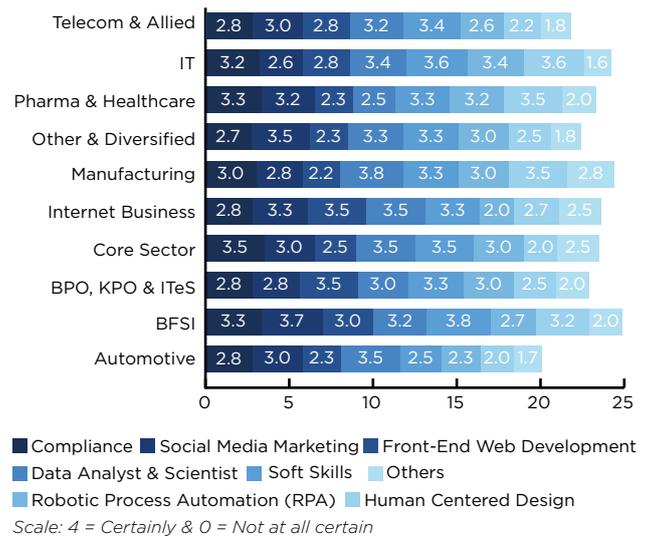


efficiencies and effectiveness in their operations. Banks using chatbots, manufacturing deploying robots, and pharma and healthcare exploring AI are some examples that highlight the changing landscape of the workplace across industries.

Further, upon deep diving into the sectors' perspective on the emerging areas that they would want candidates to hone their skills for soft skills were said to be important by everyone in one voice.

Data analysis skills were found to be the most important by the employers from automotive and core (oil & gas,

UPCOMING NEW SKILLS/JOB (SECTOR-WISE)

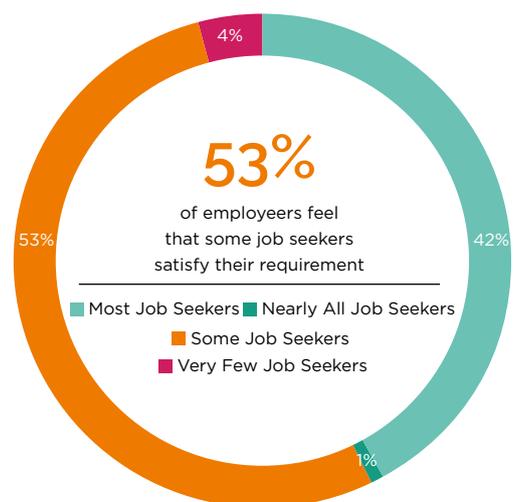


power, steel), manufacturing and e-commerce (rating >3.5 on a scale of 4). Similarly, Human-centred design is given quite an emphasis from manufacturing, pharma and IT sector employees (>3.5). We also observe the spread of RPA use cases within various industries with eight industries in our survey rating it above 3 in future.

SATISFACTION WITH THE TALENT HIRED

When asked what the employers felt about the quality of talent available in the market, 57% of respondents felt that only "some or very few" of the job seekers satisfy their skills requirements. A large proportion of employers, however, is still not very confident about the quality of talent saying "some" job seekers could satisfy

HOW MANY JOB SEEKERS WERE ABLE TO SATISFY THE SKILL REQUIREMENT OF YOUR COMPANY?

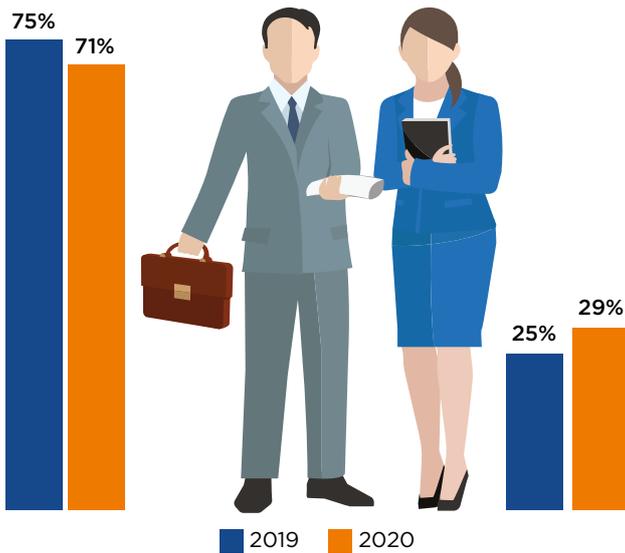


their job demands. The trend was reflected across all sectors, except e-commerce and pharma companies wherein about 70% said that "most" candidates satisfy their requirements.

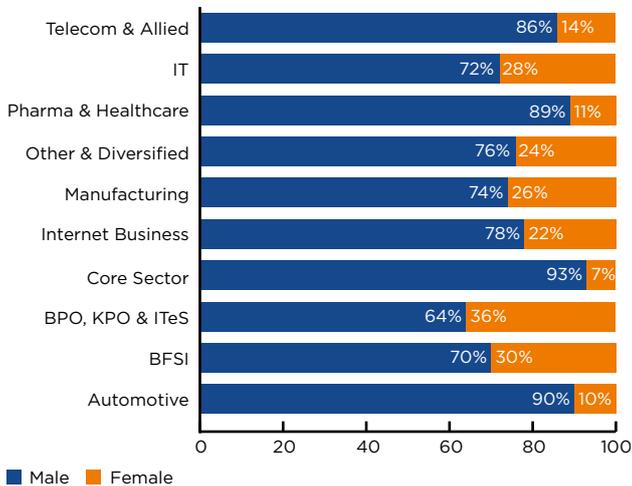
Women Participation Still A Concern

Furthermore, the survey highlights that the participation of women in work is even less than a quarter. The results have further dropped as compared to last year. The sectors where the women contribution is lowest include automotive, core sectors with less than 10% contribution rate. BPO, KPO and ITes, IT and BFSI show a participation rate of about 30% or above. The stark differences in the figures suggest that knowledge-based work and organisations see more women participation as compared to sectors which are more labour-driven. Thus, industry and government, together, need to lay more emphasis on programmes that aim to involve more women in blue-collared jobs and provide more empowerment to them. Various aspects where the policies/initiatives can focus on including women security, childcare services, gender equality, creating awareness among people, breaking the orthodox mindset which confines women to childcare and house care.

Gender parity a concern at **71:29** (M:F Ratio)



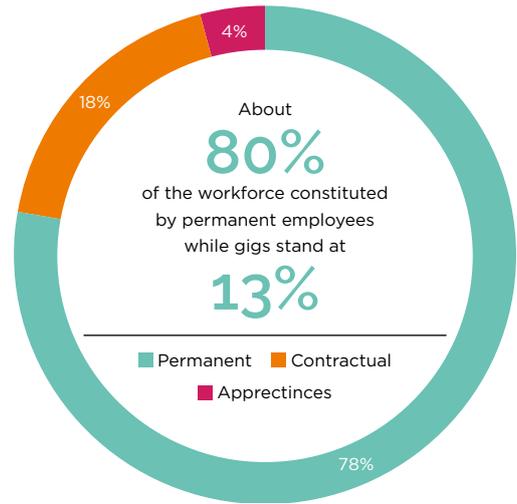
GENDER DIVERSITY BY SECTOR



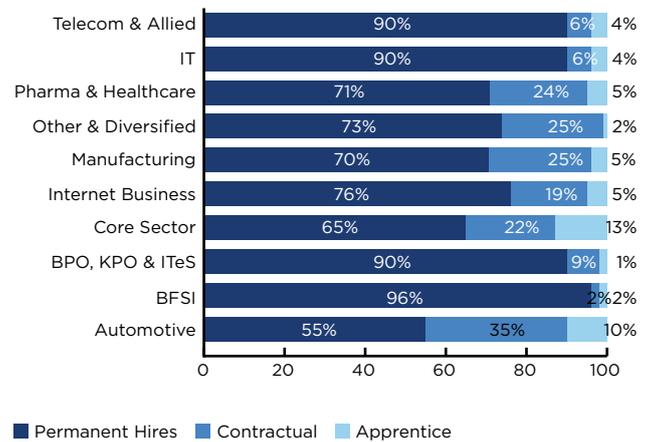


Speaking in the global context of women's employment, India is one of the lowest-ranked countries in the world. Three in four Indian women do not work, which is quite a concern. The employers and the government alike realize the gravity of the problem, however, adequate policies and initiatives are still not in place to make the working environment, conducive for women. This requires coordinated effort from both entities to encourage more women to participate in all areas of work and across hierarchies in the organizations.

PERCENTAGE HIRES BY EMPLOYMENT TYPE



PREFERRED EMPLOYEE TYPE



EMPLOYERS PREFER PERMANENCE OVER SHORT-TERM ENGAGEMENTS

The automotive sector witnessed a larger chunk of employees in contractual roles, about 35%, as compared to 55% permanent hires. Following the suit, are Pharma and Manufacturing companies where the share of contractual employees is about 25% of the workforce. Interestingly, employers cite the role of gigs in sectors like e-commerce and manufacturing where about 20% of work is supported by gigs. This human workforce arrangement is slowly picking up momentum and is

slated to become one of the most vital aspects of future work, especially in the start-ups where job requirements are mostly need-based. The arrangement particularly encourages women to contribute to the organization and ultimately, the nation's overall workforce.

FROM WHERE THEY ARE GETTING HIRED?

Accessing The Talent Pool

The recruiters use a wide mix of channels to get to the candidates and select the best ones that are most suitable for their organizations. In the current scenario, internal referrals, job portals, professional networking

HIRING BY SOURCE CHANNEL



Job portals, Internal referrals, professional networking and social media remain most used channels to find candidates

HIRING BY GEOGRAPHY



and social media stand out as the most preferred way to reach out to candidates. It is interesting to note that this year the preference rating was spread almost equally amongst all the channels except job fairs and direct walk-in, referring to the omnipresence of recruiters.

HIRING GIG WORKFORCE

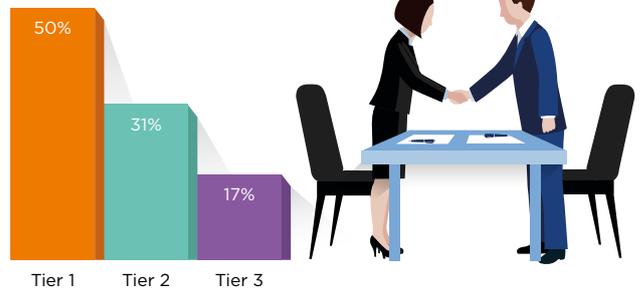
Overall **13%**
of the Gig workforce
across all industries

HIRING BY CITY

Increasing Employment opportunities in

Tier 2 & 3 cities

due to increasing gig workforce

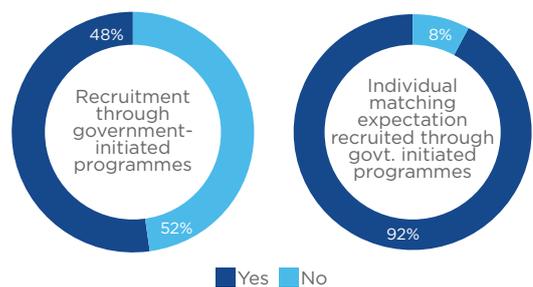


Apprenticeship And Their Participation At Work

According to respondents, corporates recruit any individual as part of a government-initiated skill development mission or have an existing employee coming from such initiatives e.g. PMKVY, SANKALP, National Apprentice Promotion Scheme. A little over half of the corporates said “yes” to the question with a vast majority reflecting happiness with the candidates’ skills. The recruitment rate from these programs suggests that there is still a large scope to include more candidates. The government might need to introspect what can be done better to fill in the cracks. Industries as well, can come together to better train the candidates and carry out improved recruitment processes for them.

Nearly **50%**

employers recruit through government-initiated programs as well and are happy with the skills of the candidate



DECODING JOBS 2019

THE THINK TANK SERIES



To further strengthen the findings of the talent demand and supply gap, several focus group discussions were conducted by PeopleStrong's recruitment business Taggd and assessment business Wheebox, in collaboration with CII. These 'Think Tank Roundtable' discussions were held with more than 200 senior industry leaders across major metro cities in the country – including New Delhi, Mumbai, Bengaluru and Chennai – between August to November 2019.

The outcomes of the very engaging and insightful discussions helped in qualifying the quantitative indicators of the talent demand and supply gap existing in the country mentioned in the India Skills Report 2020. These outcomes stressed upon qualitative measures that can be taken to bridge this gap. One of the chief highlights was the need for concerted efforts between the government, industry and academia to address one of the most pressing concerns facing our nation today:

'The Think Tank Series' discussions were held with more than 200 senior industry leaders across major metro cities in the country – including New Delhi, Mumbai, Bengaluru and Chennai – between August to November 2019

In the backdrop of increasing globalization and the exponential impact of technological advancements in almost every sphere of life as well as across business industries, the talent demand-supply scenario speaks for urgent attention required to upgrade India's existing skills ecosystem starting right from secondary school until mandatory on-the-job training for the first 2 to 3 years of professional career.



Bangalore Chapter 30th July 2019 | Taj West End, Bangalore



Mumbai Chapter 13th Aug 2019 | The Taj Mahal Palace, Mumbai



Chennai Chapter 4th Sept 2019 | Taj Coromandel, Chennai



Delhi Chapter 6th Nov 2019 | The Taj Palace, New Delhi

THE 'ASK' FROM INDIA'S SKILLING SECTOR - WHAT IS HOLDING THE INDIA INC. BACK?

In the open discussions held with the industry thought leaders and hiring experts, following key challenges and their underlying reasons came to the fore:

ATTITUDE



Preference for select specialization courses/degrees: A large share of India's current working population chose 'safe courses' like engineering (BTech/BE), management (MBA/BBA), medical (BDS/MBBS), etc., driven by parents' expectations and influence. This was because of the prevalent opinion about these subject areas having a steady job availability with a good salary. While the trend has gradually started shifting towards newer courses over the past few years, the maximum focus among the specialized universities in India continues to be towards technical courses.



Pursuing paycheck over true passion: When choosing a professional course at the time of setting out on their professional journeys, most students / graduates face the dilemma of focusing more on income from conventionally stable jobs over what they really would wish to pursue in their professional careers. A 2015 survey by online job portal, Monster said that about half the respondents admitted that they had a job that did not meet their true passion and about one third of the remaining half admitted that they were working for a good pay-scale and not their passion. In such cases, it has been observed that many people start to lose interest in their jobs, resulting in lower productivity and low to no willingness for upskilling.



Inclination towards 'White Collar' jobs: Unlike other successful economies like the US or China, the Indian job market did not move gradually from primary (agrarian) to secondary (industrial) and then to the tertiary (services) sector. The rapid jump to tertiary sector jobs and related rise in remunerations during the late 1990s and early 2000s led people to think rather highly of white-collared jobs than blue-collared, leaving people to find the latter less dignifying. As a result, many fresh graduates have faced unemployment because they wish to start their career with a white-collared job and a comparatively higher pay packet, even if they may lack the relevant skills.



Millennial 'job hopping' behavior: India is home to one of the largest millennial populaces in the world and as a result, job preferences and attitudes are largely driven by millennial demands and expectations. Millennial workers have been subject to several studies and some of the key patterns observed in their behavior have raised concerns among the employer communities. While they want challenging jobs and almost despise monotonous job roles as they tend to get bored with similar work, a report has brought out the fact that on average, they stay within a given role for a maximum of three years, resulting them in gaining half-baked skills and experience that employers would desire. There is a high attrition rate among the millennial workforce, therefore, earning them the title of 'job hoppers'.

SKILLING AND KNOWLEDGE



Questionable quality of education: One of the chief concerns of the skilling sector in India has been the quality of skilling and education at India's academic institutions. It is ironic for a country like India - where people place the highest value in quality of education and emphasize enrollment of their children in top skilling institutions - that no Indian varsity could make it in the top 100 universities list by 'Times Higher Education World Reputation Rankings 2019'.



Obsolete curriculum at institutions: While the curriculum being taught at schools are dated, skills education in schools or graduation courses at colleges / universities lack the connect with industry and market usage. It is critical for our school and college curriculum to keep pace with the fast-changing job marketplace with technological advancement and globalization. However, most institutions review their curriculum and skilling programs often without considering the contemporary requirements of industries. For instance, AICTE has revised the curriculum for engineering and technical courses (2018-19 onwards) and has also included mandatory internship courses, social and industrial, to help students connect with industry requirements. This revamping is being done after seven long years in the wake of industry shouting for lack of knowledge and skills. The benefits of this revision are yet to be realized but other courses should also be given a thought on these lines.



Acting on this above need, The Ministry of Human Resource and Development (HRD) department along with the University Grant Commission (UGC) organized the National Conference of Vice-Chancellors and Directors on Research and Innovation, from July 26 to 28, 2018, where Research & Innovation in Higher Education was discussed. Taking a cue from conference, the UGC has decided to improve higher education by revamping the curriculum. One of the resolutions which adopted was to 'Adopt and implement Learning Outcome Based Curriculum Framework (LOCF) in HEIs at the conference. This would allow the UGC to update the curriculum from academic year 2019-20.



Lack of focus on practical/life-skills:

The skills imparted at most academic institutions are not relevant to prepare a candidate for a job. Most higher-level education institutions have been providing degrees to students without focusing much on imparting specialized skill sets. A study by Mettle shows that less than 5% engineers have the analytical skills necessary for software engineering jobs in product startups. Employers complain that many graduates they hire are deficient in basic skills such as writing, problem solving and critical thinking that college leaders and their faculties consistently rank among the most important goals of an undergraduate education. Additionally, Indian schools have been inclined to focus more on theoretical knowledge and scoring, overlooking the aspects of imparting necessary life-skills to students right at the primary/secondary levels. As per the findings of the Pratham Annual Status of Education (ASER) 2017 report, only 40% 14-18-year-olds can calculate the price of a shirt sold at a 10% discount and less than 60% can read time from an analog clock.



Deficit in reskilling and formal training efforts:

There has been a visible gap in formal training of graduates because of the prevalent disconnect between the industry and training institutes in India. As opposed to their counterparts in the US (52%), UK (68%), Germany (75%), Japan (80%) and South Korea (96%), a mere 4.69% of India's total workforce have received formal skilling, as per Union Ministry of Skill Development and Entrepreneurship data. Even though businesses are gradually steering towards re-skilling and/or up-skilling efforts for their employed workforce to keep pace with the changing technological landscape and the arrival of new utility tools, the destination is far and the route is long. On-the-job re-skilling and up-skilling initiatives will need more proactive than reactive approach in order to better-equip the personnel for their altering roles. A recent NASSCOM report states that about 40% of India's workforce must be reskilled over the next five years to cope with emerging trends and shifts in the jobs landscape causing many current jobs to become non-existent due to emerging technologies like AI, IoT, machine learning and blockchain – a fact that the government, corporates and academia, all will need to urgently accommodate.

SOCIETAL AND POLICY-RELATED CONCERNS



Alarmingly low participation of women in the workforce:

One of the prime factors that has upset the equilibrium of the talent demand and supply in India is that women have been constantly leaving the job market over the past years. As per International Labour Organization (ILO), the percentage share of female participation in the workforce fell from nearly 34% in 1999-2000 to about 27% in 2011-12, reaching a historic low of about 23% in 2017-18 as per the World Bank. Indian societal stereotypes fixate household and childcare as primary responsibilities of women and discourage any serious career opportunities for them. Additionally, in organizations, low female representation towards the top of the ladder, fewer training and learning opportunities, dissatisfactory salary and maternity benefits, lack of stringent policies for safety and concerns around flexible work timings have been further pressing women to move out of the workspace.



In a growing population, where women constitute 50% of the total size, Upskilling women as a priority agenda could change the paradigm not just for the women, but for the society, because with every woman who gets empowered, there is an associated family that gets empowered and influenced. Upskilling as a need in India is the bridge between India's demographic dividend, demographic nightmare and crossing it, is not an option but a burning need. However, the magnanimity of the problem requires change in the social fabric and by empowering and skilling women, we could just be doing that! The path to Upskilling women, however, would need a larger change. Instead of making it an agenda for empowering women, it has to be viewed and narrated as an economic agenda. Building societal Commitment to women being skilled, is not just what the society needs, it's also what the economy needs. The demographic dividend and the population opportunity of India that we talk about, has 50% of it, women. We are as slow as the slowest in our teams. If 50% of them are left behind, we will not get anywhere.



Chaitali Mukherjee

Partner and Leader, People and Organizations
PwC India and India Digital Upskilling Leader



Asynchronized practices at institutions across states:

While most of the Indian youth long for global opportunities, India's specialization and vocational training institutes have not been able to impart skills at par with international standards. There is also a severe regional imbalance in quality of institutions. In the 2017 rankings of the 100 best institutions by the HRD ministry, 67 are from just eight states. So, not only is

uniformity of skill education missing across institutions, but there is also a serious lack of harmonization in state and central government policies on consistency and standardization of curriculum, courses, skills development and institutions. Many institutions lack proper facilities and faculty, which adds to low quality of education imparted - one of the main reasons why All India Council for Technical Education (AICTE) has closed 1200+ colleges across the country between 2014 and 2019.



Non-governed and non-lucrative incentive models: With over 20 million students graduating every year (Source AISHE Report for 2016) and an increase in creation of low-paid jobs, India has been facing a big challenge in terms of incentive plans and salary models.

Centre for Monitoring Indian Economy (CIME) found that private sector salary growth in the country in 2018-19 was the worst in 10 years (since 2009-10), wherein the percentage share of salaries in total sales revenue of organizations fell for the first time in seven years. There has been a shortfall in regulatory efforts to incentivize the workforce through a favourable model and therefore the situation has been increasingly pushing talented youth away from the low-paying jobs market.



Non-availability of a unified, information exchange platform: Presently, India is experiencing a massive skill gap where 65-75% of the 15 million youngsters entering the workforce every year are either found unemployable or still not ready for jobs. The situation is made

worse with no information or data available to skill seekers on what courses are available, which ones are being most valued by employers, what is the average salary expectation for a specific job role, etc. While there is a plethora of blogs/ job portals on the internet, there are hardly any actionable insights from a credible source available for candidates to be able to understand the market in depth and prepare for their next opportunity accordingly.



THE WAY FORWARD - DISCOVERING THE MEANS TO INCREASING EMPLOYMENT OPPORTUNITIES IN INDIA

The world has moved towards a knowledge-based economy and developing cognitive skills among employees has never been more integral to growth both for employment of youth and the business sector. This growth engine can be propelled only with concerted efforts from all - the academia, the industry and the government.

- Establishing a **universal platform for delivery of real-time data and insights on jobs and talent** to all stakeholders from corporates to skills councils and candidates can be one of the many high priority initiatives for the government. The platform may bring all employment (organized and unorganized) /training opportunities from the industry, skills data from academia, sector skills council, and government sponsorships and incentives at one place.
- **Promoting online learning** is one of the biggest innovations which is helping Indian youth learn and develop skills. Standardization of compensation for each job role and incentivizing the companies that create mass employment opportunities can be other significant steps taken by decision making authorities.
- What is also crucial is to build awareness about restrictive stereotypes and supportive programs through **nationwide communication campaigns**.
- India is in an absolute need of **more women in the workforce** and hence, the country's administration must develop programs that ensure their retention and reskilling in the industry. Can the Government severely incentivize and protect organizations

employing a 100% woman workforce? The skills and talent landscape in India as well as India's economic story will boom only when the Indian woman becomes central (and equal to a man) in a household's economic growth and prosperity.

- Above all else, besides creating a supportive policy framework, it is also important for the government to direct focus towards **constant monitoring and controlling the implementation** of any programs, policies and activities undertaken by the stakeholders.

The workforce of tomorrow is receiving skills and knowledge in academic institutions at various levels today. The academia in India needs to own the process of keeping pace with the industry requirements and technological transformations - be it revising and creating a learner-driven curriculum or shifting focus towards imparting skills that match the needs of upcoming jobs. They would need to join hands with business thought leaders and enterprises of today to build the base for a proficient workforce and the subject matter experts of tomorrow. Reorientation of teachers and train-the-trainer programs are going to be another key driving agent in this direction. It is also vital for academia to acknowledge that while skills and knowledge can be trained, attitude related concerns present a major challenge which can only be resolved at the primary/secondary levels by presenting the true picture of the future of jobs and job market before the next generation of workers.

For better productivity and efficiency among the employed, the industry leaders and corporates will need to come to the fore, displaying active participation in re-skilling and training and creating

improved apprenticeship / internship programs for fresh graduates. Businesses will need to work in tandem with academic institutions and government bodies to co-create practical, life-skill based curriculum, co-fund infrastructure with high-end facilities for quality education and skill development of the students. Also, to attract and more importantly to retain women in workforce, they will need to work together with public forums to facilitate safety and other benefits such as creches for working mothers.

Special thanks to the dignitaries in contributing to the Decoding Jobs -The Think Tank series across all major metro cities, including Jaikrishna B, Maragatham vijayalakshmi, Srinivasan Elumalai, K V Rajesh, Dr. C Jayakumar, Sambit Acharya, Sanjeev Chaubey , Prabhakar, K U Srinivason, Vijaya Kumar, Imtiaz Mohamed, Shobana Sharma, Ashok Kumar T, Parameshwar Babu, James, Dr K M Suceendran, Chozha Naachiar Rajasekar, Sundara Rajan Krishna, Prof. Saikthinathan, Mr. Hariharan VS, K U Srinivason, Rajesh Kumar G, Mr. Swapana Namasivayam, Mr. Hussain Sehla, T S Ramanujam, Jayaranjan, Vijaya Lakshmi, Damod, Muthub Haathi, Abitha, Arunabh Gupta, Komala, Priyanka Shukla, Vijay Kumar M, Vinod Sreedharan, Leetha Prajesh, Dr Abbas Ali , Raghu S R, Sagar L, Nirav Jagad, Pramod S. Shah, Sanjay Nair, Vijay Advani, V. D. Sanghavi, R.C. Prasad, Sanchayan Bhattacharjee, Navin Choudhary, Sayali Mahadik, Ranjit G Manjarekar, Vinod Mathew, Binees Kumar, Rashmi Mansharamani, Tapas Dey, Rajat Metha, Komal Ramani, Rahul Gautam, Charu Bhatt, Sanjiv Nanda, Rena Ahuja, Vineeta Kukreti, Indrani Ghosh, Monica Mudgal, Vasudhara Srivastava and many more.





EMPLOYABLE YOUTH



Academia



Industry



Government

For Academia

- Learner driven curriculum in fitment with upcoming jobs/skills requirement
- Developing proper facilities in terms of laboratories, faculty, books, environment etc.
- Building curriculum which builds the foundation for appropriate ASK (attitude, skills, knowledge) towards work and career
- Learn, unlearn and relearn' should be the attitude imbibed in the students right from the school time
- Making knowledge more practical oriented rather than theoretical
- Career counseling for students
- Engage/invite more industry people to campus
- Focusing on developing entrepreneurial and behavioral skills other than technical skills

For Industry

- Co-creating curriculum and supporting train-the-trainer programs
- Channeling CSR funds to skilling
- Providing skills training to freshers and reskilling experienced employees
- Increasing duration of internship and assessing/certifying after completion
- Make jobs more creative & challenging
- Creating a sustainable, inclusive & equitable employment framework (in terms of opportunities, salary, benefits, social security and benefits for women)
- Frequenting campus visits to let students have real view of what skills are in demand and providing career counseling for students

For Government

- Creating a central digital platform for delivery of real-time data and insights on jobs and talent available
- Co-funded infrastructure to be built for better education & job-fulfillment
- Standardized compensation for each job role
- Incentivization for companies who are creating mass jobs and for organizations with a 100%-woman workforce



- Nationwide communication campaigns to build awareness of Government initiatives

INDUSTRY LEADERS SPEAK



A Ganesh
Head - HR
**Shriram Transport Finance
Co. Ltd**

“ The ITES industry flourished in India till the recent past mostly on account of cost arbitrage, which is no more the case. The business model has come of age by moving from mere process efficiency to innovation and redefining consumer experience. To support it, the college education curriculum must create advanced skills in AI, Analytics etc. The bigger thrust, however, must be on reskilling and up-skilling mid-career professionals in new age technology so that we have enough trained resources for the value-added roles that the Industry requires.

There is a need for political will to move from mere employment generation to allowing industry the elbow room to realign their talent strategy towards adopting disruptive technologies. The industry needs to invest in up-skilling their resources in new technology without being concerned about immediate returns. The industry and investment ecosystem have already started to foster new age enterprises

and this momentum must be sustained by supporting entrepreneurial risk-taking culture in the country. All these require a synergy between the Political System, Industry and Academia. ”



Ajay Bhatt
President - Global Human
Resources
Intas Pharmaceuticals Ltd.

“ Healthcare industry globally is undergoing a massive transformation in terms of technology, access, governance, therapy, and commercial considerations.

Talent will continue to dominate the transformation agenda in terms of current and future skills as the core skills will need to be strengthened while acquiring new skills. ”



AmarDeepika Kashyap
President - Group HR
Ashok Piramal Group

“ The transition from a Sellers’ market to a Consumer centric market drew sharp focus of industry on the need to build a flexible and efficient supply chain for timely delivery of quality products and product variants. The importance of providing the customer with a high-quality service experience got recognized as a major differentiator for market growth and sustenance. As manual interventions for strengthening the supply chain had limited impact, it became imperative to introduce new age technologies such as digitalization, AI, Machine Learning, Robotics, VR & AR, for adding value to different segments of the supply chain.

Large OEMs in the automotive space, particularly those having a close interface with global companies, have gradually enhanced the level of automation on the shop floor and adopted new age technologies like digitalization, machine learning, data analytics and even robotics in their workspace. Scores of smaller partners including vendors and dealers/retailers attached to these organizations have also had to make a headway in digitalization. A few MNC’s have recently set up R&D facilities with advanced new age technologies in India, to cater to larger global markets.

While the gradual increase in the application of new age technologies in the automotive industry is creating new avenues for employment, it is also posing a huge challenge. Industry is already grappling with the deficit in basic technical and functional skills. Unfortunately, ITI’s and the innumerable technical and management institutes that have mushroomed have not contributed to the pool of skilled manpower. Instead, they have only added to the number of unemployable youths in the country. Garnering higher level of skills for application of new age technologies in this scenario is going to require a lot of lateral thinking and strategizing.

It has become increasingly important for the industry to play a pro-active role in the ecosystem by closely collaborating with government regulators of training and education and government and private vocational and academic institutions by sharing information on current skill deficit and future skills, participating in designing the curriculum, providing internship opportunity and overall supporting them to become a potential source for employable manpower.

As a parallel initiative, there is a growing trend to invest in in-house training facilities to meet the requirement of quality technical and non-technical skills and also skills for application of new age technology which in addition also creates a requirement for re-skilling for new roles caused by redundancy of certain jobs.

Interestingly, today there are a handful of new start-ups which engage in the business of upgrading skills for application of new age technologies. They are guaranteeing higher employability and compensation by linking their fees to the same. This could well emerge as another source for training and lateral hiring.

In the quest for acquiring the right skills, there are additional alternate sources to choose from, such as the apprenticeship route to hire potential talent, the pool of employable millennials who choose not to work from office, the gig workers, consultants for project based assignments, outsourcing routine jobs and providing tapping the employable female workforce.

One can expect the strategy for meeting skill requirements to increasingly assume centre stage in the overall business strategy of automotive industry.



Amit Malik
Chief People, Operations &
Customer Services Officer
Aviva Life Insurance India Ltd.

“ I believe that the life insurance industry will see consolidation in the coming years and will witness investment in research on consumer behavior to tap into the largely untapped pool of insurable population. The sector is likely to witness rapid digitization though will continue to remain a ‘high-touch’ business. There is going to be huge demand for skills like data analytics, digital, social media, new technologies and mergers & acquisitions.

Organizations need to invest in building a proposition that is in tune with the needs of the millennials, wherein they can choose and select features that best suit their needs. There is an urgent need to invest in upskilling talent to provide customers with capable financial advisory to best suit the customer need for every life stage.





Archana Bhaskar
CHRO and Head Corporate
Communications
Dr Reddy's Laboratories Ltd

“ Even at the current rate of growth, India's Pharma sector is estimated to reach USD 80-90 billion by 2030 and create one to two million additional jobs for the country in the same period. A key differentiator here will be the Sales function, where the ratio of medical representatives to doctors is expected to rise significantly given increasing competition in the organized sector. Sales force excellence will be key to winning. In doing so, Sales leaders will have to transform the sales organisation's mindsets, habits and culture. As patients expect more wellness solutions beyond medicines such as services, devices and apps, the industry will have to adapt to deal with multiple channels and put patient at the front and centre of all work. This would mean different business models, different capabilities in people and faster response times.

While Ayushman Bharat has been a start, India is yet to achieve universal healthcare access. This will be critical to offset the saturation in export markets and rising regulatory constraints & see a renewed focus on the domestic market. WE are currently seeing a lack of capabilities in the innovation space. A talent pool with advanced skills is limited in India with only 2,000 PhD students enrolled in Pharmacy institutes (compared to over 15,000 PhD students enrolled in the US.) There is also a gap between the college curriculum and the industry's requirements. However, this is being addressed already as part of the Life Sciences Sector Skill Development Council's (LSSSSDC) agenda, along with the introduction of apprenticeship.



Balachandar NV
Executive Director - HR
Ashok Leyland

“ Jobs in future in India will be less permanent more semi-permanent. Unique skills will command a premium whereas low-skill jobs will cease to exist. Redundancy in skills will be rapid and unique skills will become industry agnostic. For example, retail selling skills may become relevant in auto parts sales and maybe in construction material going forward. Technology will overtake, but human connect will still be in demand. The need of the hour is to have a strong skill development framework in place, state sponsored or otherwise

and the eco-system to invest and reward skills in the labour market. This is the new 'survival kit' for industry.



Dr. P. V. Ramana Murthy
Executive Vice President & Global
Head - Human Resources
**The Indian Hotels Company
Limited (Taj Group of Hotels)**

“ Jack Welch, in the annual report of General Electric (2020) said “If the rate of change on the outside exceeds the rate of change on the inside, the end is near.” KPMG and FICCI recently published their report on the impact of 'digital' in the travel and tourism industry. It emphasized that hospitality brands are embracing technology and are transforming into experience platforms while automating operations. However, the hospitality sector is highly human-intensive and would continue to be predominantly driven by manual processes. Disruptive technology such as AI, ML, robotics, etc. will definitely impact the way we look at skilling in the industry, but we also need to be cognizant of the fact that deployment of technology will both replace as well as supplement human labour. As an industry, we should put complete focus on ensuring that our education and skilling infrastructure is relevant and continuously developed to keep up with the transformation.



Faisal Nadeem Saiyed
Director - People Services, APAC
Expedia Group

“ The eCommerce Industry is, in a manner of speaking, not only at the forefront of the cutting-edge technology, but also, is leading in terms of latest innovation and disruption. Thus, three big skill sets that one can forecast relate to Data Sciences, Artificial Intelligence (AI) and Virtual Reality (VR). These skills are and will be used to virtually re-create new jobs, some of which, we don't even know what they will look like! Thus, the entire eComm space is undergoing transformation and will emerge stronger because of all the dramatic changes that we are creating!

India's education system needs a systematic review of the course curriculum, teaching methodology and the evaluation criteria. We need to invest heavily into teacher training and skilling them first before we talk about the students. Despite being a country with one of the largest English-speaking populations, India

punches far below its weight in terms of world class research facilities, universities, Nobel prize winners and patent holders. The quality of high-end innovation and technology hubs also leaves a lot to be desired. Thus, a key component in India's growth story has to entail a 'knowledge revolution' that rests on a vibrant teacher: student community.



Gautam Kar
Head- Talent Acquisition
Wipro Limited

“The challenges being faced in IT industry's talent landscape today are the dynamic nature of business – every year there is a launch of new technology in the market hence upskilling and adaptability of current talent to new business needs is a challenge in a short span of time. Also, there is limited talent pool available in Tier 2 and Tier 3 locations - limited people mobility due to the affiliation to their native location. Only 40% of the IT talent available meet the skill expectation, while for remaining 60% we need to invest in upskilling with experience.

New skills coming up in IT industry are Digital, Cloud, Analytics, Artificial Intelligence, Automation and Machine learning are new upcoming skills in IT industry. The IT industry desperately needs the upskilling of candidates on future technology. We need to earmark key institutions with specialized programs of relevant skills.



Jacob Jacob
Group Chief HR Officer
Columbia Asia Healthcare

“The Healthcare Industry is rapidly changing, both from a clinical and technological perspective. The Industry is making an all-out effort to try and get closer to the patient and meet his/her needs in the most appropriate manner with a focus on both cure and care. Therefore, it is even more critical that skill sets of agility, flexibility and passion will make all the difference. The ability of caregivers who work in this Industry to provide service with an emotional connect is what is required to make the difference in patient care. These skills are currently lacking and will be needed to make that difference.

Challenges have continued to remain around providing the right manning norms for patient care. There has always been a demand supply gap of doctors and nurses to patients. This can only be addressed with right levels of Public Private Partnerships in education and a drastic improvement in the quality of education provided that is required for the patient of today.



Kannika Sagar
Chief People Officer
HCL Infosystems Ltd

“The future clearly lies in jobs that add value to an organization's growth amidst a dynamic environment. So, skills in the area of Artificial Intelligence, Machine Learning, Data Analytics, Cyber-security, Cloud and Mobility will continue to be in high demand. Repeatable tasks or processes will be taken over by technology, like Robotic Process Automation.

Automation to succeed in any organization also requires skills of a different kind. Apart from technical skills, employees also need to have an innovative mindset, problem solving skills and change management sensitivity to leverage automation and unlock its true value for the organization.

There is an urgent need for employees to learn new skills, even unlearn earlier skills. While we see that fresh graduates generally have the new age skills, it is the experienced set of employees that need to learn new skills as per their role. For this set of employees, it is also important to imbibe new ways of working such as flatter hierarchies, employee entrepreneurship, self-management and design thinking.



Maninder Kapoor Puri
Group Chief People Officer
Mastek Ltd.

“The wave of digitalization is catching momentum and has consequently opened the doorway to a pool of opportunity with immense potential to generate revenue, create more jobs and boost GDP. Both public and private sectors are turning toward smart automated solutions to improve customer experience, optimize costs and add efficiency to the various business processes and

operations. HBR posted that India recently jumped 65 places in the World Bank's Ease of Doing Business Index and is one of the 10 economies that improved the most in the past two years. With the right skills, effective strategy and infrastructure, we can reinvent the Indian IT landscape to cater to the surge in demand and deliver on the government's economic goals.

Demand for technological, social and emotional, and higher cognitive skills will rise by 2030 as per a report by McKinsey. The change we are going through is called the fourth Industrial Revolution. The adoption of automation and AI technologies will continue to increase at the fastest pace ever. Organizations, individuals and governments need to be prepared for several possibilities, even seemingly unlikely, outcomes.

One immediate challenge is to stay relevant- fresh graduates need to gain industry experience required to thrive and mid-level professionals need to upskill themselves to survive the disruptive technology trends. A good way to accomplish this objective is through reverse mentoring. We do this at Mastek through an initiative called Project Deep Blue.

With Natural Language Processing, Artificial Intelligence and Robots that can mimic humans, the focus is shifting towards recruiting people who can bring more to the table with their leadership skills, emotional intelligence & design-thinking.



Manoj Tibrewal
Group Head - Human Resources,
Distribution, MarCom and Branding
AU Small Finance Bank

“The recent GDP numbers have been out; and one key aspect is that the building blocks towards achieving \$5 Trillion economy seem to be firmly in place. The Banking Industry in general will see a lot of scale up and must support in this journey. The scale of strategy, systems, competencies and organizational capabilities, technology, skills, service levels, responsiveness, quality, and resource productivity will change dramatically and will call for out of the box thought processes and solutions. The future of skills and jobs can be summarized to include business, consulting and leadership skills. Having a global mind-set that is inclusive and is able to deal with diverse cultures, being able to deal with ambiguity and learning to manage intellect will be must haves for hiring

managers. This will call for professionals who are high on analytical skills and left brain thinking; supported by right brain thinking that will permit lateral thinking and creative problem solving. Technology, networking, partnering & collaborating skills will also play an important role.

The Banking Industry's focus for the future will be business and organization acumen, re-skilling and focusing on internal mobility for wider exposure that will enhance performance of employees. Flat structures, skill enhancement and periodic surveys to get a pulse from employees will be key expectations from the talent of the future.



Mehrash Balaporia
Head - Talent Acquisition &
Business Partnership
RBL Bank

“There are immense employment opportunities for home grown / local talent through Microfinance in Semi urban / Rural India. Amongst the lending sectors, the Microfinance business is one of the most profitable and human capital intensive sectors.

The ever-growing need for talent is immense in this industry, creating ample employment opportunities. This is further strengthened by technology and financial reforms by RBI in this sector. With introduction of financial array of products to the most deserving population, there is a huge demand for skilled employment and young talent. This further leads to opportunities for the home grown/local talent in tier III/IV cities where the economic growth is up surging.



Nirav Jagad
Chief People Officer
Nykaa.com

“The Internet Business continues to experience the employability gap, whereby the ideal fit to a role in view of the education comes up short. Some of the skills we experience a challenge with are Analytical Skills, Creativity, Problem Solving and Technology Skills.

Some of the new roles I foresee that will be in high demand in future in our industry will be in the space of Data Analytics, Cloud Computing, Cybersecurity, UI UX Designer, Legal and Compliance and People (HR) Professionals. The sought-after skills complementing these roles will be Coding, Technology Product understanding,

Consumer Insights, Emotional Intelligence, Listening Skills and Legal expertise.

At Nykaa, we create a buddy system where a relatively new employee is paired with an existing employee who is proficient in the skills required. We constantly expose the individual to live assignments to allow the individual to work on the skills with guidance from proficient team members & if need be, we also hire a specialist. ”



Pradipta Sahoo
Chief Human Resources Officer
Karvy Fintech Private Limited

“ The ITES industry flourished in India till the recent past mostly on account of cost arbitrage, which is no more the case. The business model has come of age by moving from mere process efficiency to innovation and redefining consumer experience. To support it, the college education curriculum must create advanced skills in AI, Analytics etc. The bigger thrust, however, must be on reskilling and up-skilling mid-career professionals in new age technology so that we have enough trained resources for the value-added roles that the Industry requires.

There is a need for political will to move from mere employment generation to allowing industry the elbow room to realign their talent strategy towards adopting disruptive technologies. The industry needs to invest in up-skilling their resources in new technology without being concerned about immediate returns. The industry and investment ecosystem have already started to foster new age enterprises and this momentum must be sustained by supporting entrepreneurial risk-taking culture in the country. All these require a synergy between the Political System, Industry and Academia. ”



Prashant Bhatnagar
Director - Human Resources
Credit Suisse

“ With technology transforming the financial services industry, deep technology skills, especially in the areas of Robotic Process Automation and Machine Learning, are becoming increasingly relevant. There is a growing need for people who can work in collaborative, diverse teams solving complex problems, and this will warrant a higher level of cognitive, social and emotional skills. People will have to invest time and energy on learning how they learn.

There is an opportunity to review and streamline a number of prevailing labor laws into a more manageable set, as is being suggested. This review will consider wages, industrial relations, social security provision and working conditions, and should enhance productivity and growth once implemented. The other recommendation is to remain focused on improving the quality of tertiary education and overall employability of young people entering the workforce. ”



Rajeshwar Tripathi
Chief People Officer
Mahindra & Mahindra

“ One of the biggest shifts I see the future of skills and jobs in the automotive industry is that most of the jobs and even skills are fast becoming multi-disciplinary unlike in the past which were limited to one or two domain areas. New skills such as cognitive, digital, mechatronics, data sciences, analytics etc. will be required in higher numbers and complexity as well. Another big shift I am witnessing is the emphasis on application of multi-faceted knowledge getting into the job designs. These are not the same as traditionally understood skills.

The biggest challenge I see that should be addressed in the near term is that while the changes are inevitable and mostly not a matter of choice or control over pace, we do not seem to have mastered as a country the art of reskilling. This has to be a much more structured and planned process. The solution could lie in our ability to set up and leverage the institutional knowledge in the country and industry. The cost of reskilling human capital in this context needs to be considered as a part of the overall investment for change. ”



Rashmi Mansharamani
Chief Human Resources Officer
The Wave Group

“ The construction industry would see a huge requirement of skilled blue-collar workers to enhance quality and productivity. IOT engineers and data scientists would need to work on smart cities. Engineers would need to be well versed with techno-commercial knowledge and skilled in latest construction technologies.

There is an urgent need for the academia and the industry to collaborate to co-create course content and make the shift from being faculty-

focused to learner-centric. Our Government must create a nodal agency to facilitate collaboration between industry and academia. Industry needs to be incentivized to run training cum internship programs for blue collar workers & engineers. The Government and the corporate world need to co-invest in creating Centre of Excellence in future skills in Universities/Engineering colleges. ”



Ravindra Kumar G. P.
Chief Human Resources Officer
Tata Motors

“ Technical institutes (ITI, Diploma & Engineering) are still largely churning out the students with traditional skills like fitter, machinist, or degrees in mechanical, electrical engineers and with minimal exposure to ‘how’ of work. The need of the hour is to refresh the curriculum towards mechatronics, high voltage, vehicle communication etc. and equip them to participate in industry 4.0 and lean manufacturing by familiarizing them with skill for problem solving, working in mission-based teams etc.

We are seeing jobs migrating from and into the industry from outside but it’s the redefinition of roles that is seeing bigger and faster change. We will need employees who can work in multiple teams with co-employees and partners, with a higher degree of ownership and accountability and lesser supervision, displaying entrepreneurial and problem solving like start-ups do, at every level.

The four mega trends shaping the auto industry are Autonomous, Connected, Electric and Shared. These will eventually reshape every role in Tata Motors. We are working to evaluate current capability, future needs and the roadmap to the get there on one hand and to seed the culture of turnaround. Future talent will need to exhibit a growth mindset becoming more receptive to learning and change ”



Rohit Suri
Chief Human Resource & Talent
Officer-South Asia
GroupM

“ Most process-oriented roles will continue to get automated using tech platforms, AI, ML and RPA to manage scale and efficiency. The key skills in digital, data, analytics, technology, and expertise

in long/short format digital content which is native to diverse set of platforms are essential. As new platforms emerge, the skill on programmatic and digital will continue to evolve.

The current challenge is the employability of talent from colleges as there is a huge gap and skills learnt are not easily transferable. Organizations currently need to heavily invest in upskilling. I think the education industry needs to work hand in hand to curate courses that are vital for the industry today and the future. ”



Sandip Kulkarni
CHRO
Brinks India

“ We are aligned with the national goals and developing the skilled manpower by following the standards and norms of the Cash Management industry. We are emphasizing more on training and certifying employees through an online test which is conducted by CCA (Currency Cycle Association (SRO) Self-Regulatory Organisation). This will help the employees to boost their morale and upscaling themselves in their career path. We are also having an ongoing plan with National Skill Development Corporation to certify employees based on their qualifications and the skills required by them to perform their duties. We are ready to expand our business in other verticals in urban areas so that we can attract more candidates and provide them with employment.

We are also planning to run an apprentice program for students who are currently studying in colleges so that they have the awareness of the Cash Management and Logistic industry. We assure that this will help students to build their career and have an in-depth knowledge of the industry. This will be a part of their academic curriculum and carry weight on the submission of the project. We are working towards benefiting the nation and creating youth wealth by upscaling their skillset, training them which will help them to achieve their desired goals in the future. In my opinion, the skills and jobs for our industry for the future will be basic technical skills to handle ATM machines and customer service. Candidates having attention to detail are more likely to get shortlisted. Future jobs in our industry will be those of Cash Sorter, Pickup & Delivery, Precious Metal Handling, ATM officers and Gunman.

The Cash Management Logistics industry is facing challenges to run the business in urban and rural areas. The CRA has to follow the norms and act as per the MHA guidelines. The day to day challenges the CRA is facing include lack of skilled manpower, infrastructure, and service-related issues. One major issue is the high penalty imposed by the banking sector which

leads to high turnaround time to close the individual transaction. Day to day shrinkage & theft is leading to downsizing of the industry. The swap integrated robust technology will help us bail out of current situations and traditional methodology would be no longer exist wherein we will have less manual intervention with cash handling and data capturing. The other challenge is lack of standardisation of policies & process across nations, unorganised unions, lack of skilled manpower, limitation in terms of Govt. provided infrastructure, unorganised and unapproachable rural market (below tire 3 & 4 cities), changing Government Policies without support, unavailability of authenticated centralized data related to available manpower, old training modules or modules not updated as per ongoing needs and other support and service-related issues. ”



Saket Kumar Dwivedy
Head - Human Resources
UpGrad

“ Our industry has tremendous scope, especially considering the current and anticipated market trends. Automation is the key to the future industries, and AI and ML will be the drivers is this transformation, which means there will be demand for skilled workforce in these domains.

Companies need to be more agile in reaction to tech disruptions, as change is inevitable. ”



Saurabh Govil
President & Chief Human
Resources Officer
Wipro Ltd.

“ Technology impacts all aspects of life; in future it will become more precise and pervasive. The IT industry will remain a prominent employer for talent. Major trends as I see it - As technology keeps progressing, skills will need to change at a much faster pace. For talent in the industry, it will be important to keep learning newer and different skills to keep oneself employed. The other trend which is emerging is of gig economy. This means talent will have no geographical boundaries and will have to compete globally. By 2020, we expect 40% of workers to be part of the gig economy. Wipro also has our own platform - Topcoder with 1.5 Mn community members doing gig work.

There are two main challenges we must address to be ready:

1. Making Skills Relevant - Improved partnership of industry and institutes, we need to ensure one semester is developed based on industry inputs. I will also suggest a year of work with the industry to be encouraged, many countries offer tax break for companies who engage with recently graduated workforce. We should evaluate something similar.

2. Beyond Technology, building Soft Skills - Communication skills, a problem-solving mindset, working in ambiguity and learning agility. These skills will be equally or more important than technology skills. This needs to be inculcated through training & more internships focussed on learning these skills. ”



Shubha Arora
Chief People Officer - India,
South Asia & HR Director -
Middle East
Schindler India Private Limited

“ Customer expectations on the ‘experience’ & ‘uptime’ are driving companies to prepare teams for gaining competitive advantage. The changing environment is impacting the interplay of disciplines & the interdisciplinary approach in products & services necessitates ‘lifelong learning’. Also, the subtle shift due to Digital is driving the need for ‘re’ & ‘up’ skilling. ‘Learning how to learn’ in these times is already a key skill. ”



Srikanth Karra
Chief Human Resources Officer
Mphasis

“ The exploding and ever-changing technology landscape has put premium on new age skills which are radically different from what it was a few years back, thereby creating a demand supply gap.

Skills like multi / hybrid cloud ecosystem, data and cognitive science, user interfaces, mobility, IOT and blockchain, to name a few, have created what is popularly referred to as full and mean stack developers working on different methodologies of software development like agile dev ops in a cloud environment. Enterprise, solution and data architects in the digital era also demand a completely different skill set as opposed to Web 2.0 world.

At Mphasis, we have created a personalised and gamified training platform which curates

the new age skills & personalizes the training to suit the individual context. This helps in speedy reskilling, certification & quick deployment of our employees. In short, we call it our Netflix of learning. Can this be done at a national level? ”



Sriram V
Chief Human Resources Officer
BankBazaar.com

“ \$5 Trillion cannot come from the Services Industry alone. In the last few decades, India has not focused on Manufacturing. We need to focus on both Services and Manufacturing. Clearly, China stands as an example for us. Also, India needs to invest more on R& D. Unless we invent and innovate, a quantum economical jump is difficult.

We must find a way to make “Available Manpower” as “Available Talent (Skill)”. The Indian population should be converted as an asset instead of a problem. Vision and political will is required to make this. This should largely align with the type of growth we are going to pursue in the coming generation. ”



Suchismita Burman
Chief Human Resources Officer
ITC Infotech

“ The fourth industrial revolution is changing how people work and is transforming the skill landscape across industry segments. An accelerated adoption of user and big data analytics will allow for expanded adoption of technologies. Machine learning and augmented and virtual reality will receive attention. Trends in automation, robotization will require shifts in skill sets to augment the human potential in order to drive higher efficiency, effectiveness and enhance experience. Human oriented skills – soft skills will continue to gain prominence and will be in demand.

In our organization, augmenting the human potential at work through use of technology is a driving factor to align our HR policies, processes and system changes. We have defined 9 moments of Truth from an employee lens perspective and it acts as a validation point/measure of relevance in a work environment that thrives on agility and accountability. As an example, our candidate connect program through use of technology is aimed to provide relevant information and build human connects and establish relationships with the organization and candidates before they join us. ”



Sriram T. V.
Vice President – Human Resources
Robert Bosch Engineering and Business Solutions

“ With the very aggressive vision of making India a \$5 trillion economy and global economic powerhouse by 2024-25, it is imperative that our talent market also makes great strides in this path. The Future of Jobs in India will be determined by the 3 factors of Globalization, Demographic changes and adoption of Industry 4.0 technologies. The workforce mix of 2022 (IT Industry) is predicted to be:

- 10-20% deployed to new jobs that are not existing today with the very aggressive vision of making India a \$5 trillion economy and global economic powerhouse by 2024-25, it is imperative that our talent market also makes great strides in this path. The Future of Jobs in India will be determined by the 3 factors of Globalization, Demographic changes and adoption of Industry 4.0 technologies. The workforce mix of 2022 (IT Industry) is predicted to be:
- 10-20% deployed to new jobs that are not existing today
- 60-65% would be deployed to changed skill sets
- 20-35% will face an existential threat to their jobs.

Keeping abreast of latest technologies & making reskilling, upskilling a long-term strategy, not just short term is seen as one of the major challenges. Academia has to curate courses that are in sync with the changing times. Emphasis is on soft skills & not just limited to hard or technical skills. Individuals / students must develop a habit of life-long learning. It is no longer the time of Study-Work-Retire, but Study-Work-Relearn-Reskill. ”



Sunil Moorjani
Head - Human Resources
Quikr

“The Indian economy has off late seen the advent of an entrepreneurial mindset and outlook. Talent from more mature / evolved industries could possibly struggle to make this transition. The future for survival will be cost consciousness and being frugal - it's not only about “burning” cash as we mature, as an industry (ref. e-commerce/online). Being boundary-less and having the ability to multi-task, being agile and adaptable - thinking beyond immediate work areas will be key behaviours that employers will seek in talent. All jobs will not always be structured. With technology being at the core of e-Comm, full stack development roles will be most sought after, not being confined to either front / back-end development. Data analytics and business intelligence will play a central role in awareness and accuracy to target right customer base. At Quikr, we have been hiring extensively from Campuses - both permanent & interns - and have been taking them through a structured learning journey across business verticals and roles to build a healthy pipeline. India will have to invest in programs that focus on bridging the gaps in having an entrepreneurial mindset. Unfortunately, most off the shelf and even customized development programs don't cover these unique aspects yet.”



Swaminathan R
Chief People Officer
WNS Global Services

“According to a Bloomberg analysis, India will have the world's largest workforce by 2027. Fifty percent of the population is under the age of 25, while two-thirds are under 35. Considering that a majority of this young population is growing up in a digital environment, India has a strong competitive edge in terms of offering relevant skills to the IT-BPM industry. A majority of IT-BPM companies are also grooming their talent for a digital future with skills that will enable them to stay relevant in the face of continuous disruptions. All of this is underpinned by innovation. Hence, India is going to be the hub for new-age skills in areas such as data science, Artificial Intelligence,

Robotic Process Automation and Internet of Things.

The vast majority of this young population are from the less developed parts of India where the infrastructure is poor. They are growing up in areas where the education they are being offered is not on par with what is available in the more developed parts of the country. While the government is taking steps to improve this situation, there is still the fear that the reforms being implemented may not fully take off. However, there is a chance that in case the reforms fail, this segment might still be able to pull itself up as a result of digital penetration. But the onus is both on government and industry bodies to collaborate and build the required infrastructure to groom this talent pool.”



Prashant Parashar
President - Global Chief Human
Resources Officer
Emcure Pharmaceuticals

“Despite the challenges faced by the Pharmaceutical industry, the volume and value growth continues and India would remain a prominent contributor in the global life sciences industry. Indian pharmaceutical organizations have presence across the generics segment - mass products as well as complex and niche formulations. There is a need for scaling up the API and intermediates manufacturing and supply base in India and that would give a major boost to jobs and skills.

The Pharmaceutical industry requires people with multidisciplinary knowledge for manufacturing - engineering combined with either pharmaceutical science or biotechnology. The equipments for manufacturing and quality are getting more sophisticated and complex and this requires technical skills to operate and maintain. The industry has high dependence on external partners often based overseas, for equipment maintenance, troubleshooting and this causes delays, significant loss of productivity. It is high time that focused investment is targeted towards training maintenance engineers for pharmaceutical industry.”



Udayan Dutt
Global Human Resources
Director
Reckitt Benckiser

“For our industry and to maximize the opportunity in India, we need to be able to reach consumers across the length and breadth of the country at the right place, right time, right price. Therefore, a plethora of skills become relevant, be it across Sciences, for better R&D, Product Development, Manufacturing, Packaging, or in selling/ marketing and distribution. With the fast adoption and build out of technology in our country, e-commerce would be set to grow, not as another channel but another eco-system where business would prosper. Therefore, the gamut of skills required in the traditional brick and mortar world would need to also have its equivalents in e-commerce.

For the immediate term, ensuring the call-out from the industry is for sustainable job categories and families, ensuring proper regulations protect the interests of the employees are put in place balancing it with pragmatic and contemporary labour law amendments that enable businesses to do better and serve its consumers and employees more effectively.



Vasudhara Srivastava
Senior Vice President
- Global HR
Xceedance Consulting

“Truism “People are our most valuable asset” will catapult India into becoming a powerful economy. We already have a young talent pool with approximately 50% population below the age of 25. Now we just need to have dynamic learning interventions in schools and colleges which foster knowledge, creative thinking and behavior specifically required by the ever-evolving job opportunities. Along with this, technology needs to be the enabler for a real time update on the job opportunity index of demand and supply through a robust job match phone app which every student and employer can download, so that information of the job openings and the skilled work force is freely available.



Vishpala Reddy
Regional HR Director & Head,
Asia Pacific
Uber

“The technology industry is extremely dynamic with disruption and innovation becoming the norm. In order to stay competitive, responsive and relevant, organizations need to focus on recruiting not just talented employees who possess skills and expertise required for the job, but to gauge their ability to adapt and acquire new skills when needed. India’s technical talent has been our biggest contribution to global innovation and in today’s age of new technologies and automation, skill development becomes imperative. Digital technologies such as artificial intelligence (AI) and robotics are transforming the nature of work and the skills needed to thrive in today’s evolving corporate landscape. Humans and machines will increasingly work together to drive productivity. As “old jobs” disappear and “new jobs” are created, the new jobs will require skills that facilitate collaboration with new age technologies. Therefore, focusing on skill development programmes which are based on advanced technologies like data science, artificial intelligence, blockchain, cloud computing, Internet of Things is the only way forward. At Uber, we constantly invest in our talent through various learning and development initiatives to improve technical capabilities and continually upgrade skill sets.



Tanvi Choksi
HR Head and Director
JLL India

“The International Property Consultants services sector in India continues to provide valuable contributions to the country’s growth story. JLL India, as the sector leader, continues with its focus being a significant part of the story. We have been ramping up hiring for the past two years and are expecting to hire even higher numbers in 2020. To sustain our growth, we will leverage the “JLL India Under-grad & PG Campus Programs” as well as “Project Unnati”, which is our flagship program in partnership with the National Skill Development Corporation. Embedded also, in our growth story, is our deep focus on Gender Diversity and Inclusion.



RESETTING THE TALENT SUPPLY-DEMAND EQUILIBRIUM

THE WAY FORWARD



India is poised at the best demographic standing in the world with one of the youngest populations of 600 million people under the age of 25 years. However, is reaping the benefits of this big opportunity proving to be an even bigger task? Amidst the rising technological advancements across industries and employers complaining of talent crunch, the situation does not seem encouraging, suggesting that as a nation we are possibly missing on the chance to utilize this 'demographic dividend' and become a future-ready global human resource powerhouse.

In this view, The India Skills Report 2020 captures both sides of the talent supply chain. The report on one side outlines the state of students in terms of their job readiness. On the other side, the report analyzes the requirements of employers via a survey taken by senior leaders across industries along with four focused group discussions across India's metros.

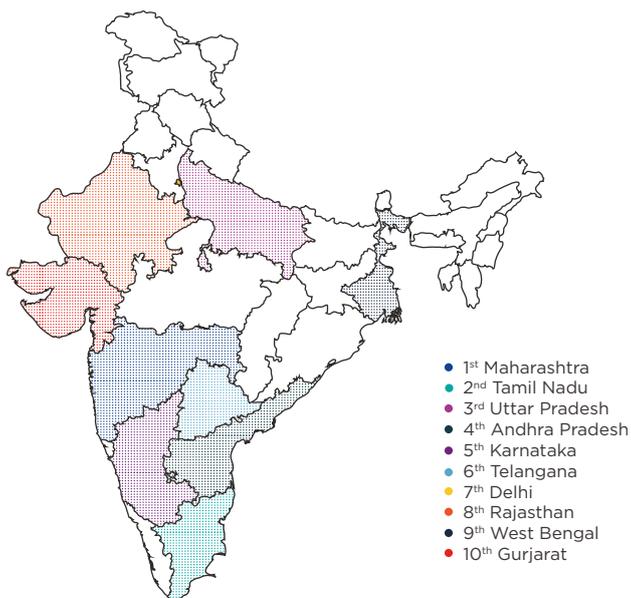
MATCHING THE SUPPLY WITH DEMAND

After analyzing the students' employability scores and the findings of the Hiring Intent survey and the inputs from the HR leaders, we tried to visualize the mapping of the two ends - the demand and the supply - with the view to derive key insights and major gaps between the two.

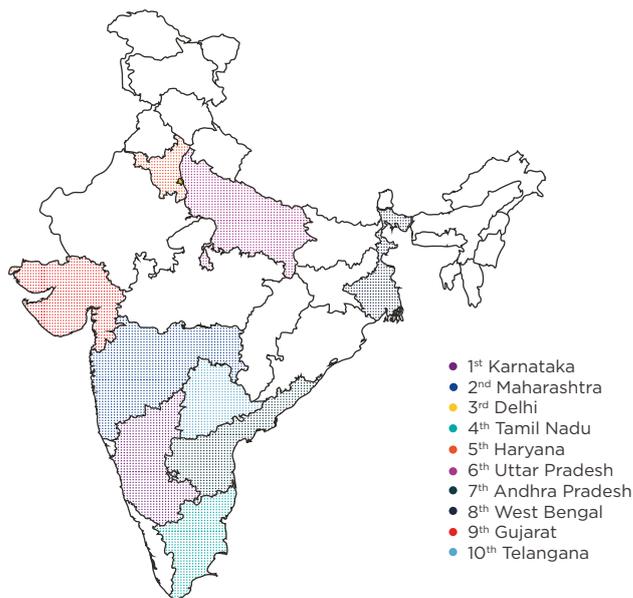
State-wise - Talent Availability and Hiring Intent

Maharashtra forms the largest employable pool in the country and is also one of the top hiring destinations for employers. Interestingly, even though Rajasthan has a decent resource pool, no employer is watching it from a hiring perspective, opening an opportunity to be leveraged in 2020.

TOP STATES WHERE EMPLOYABLE TALENT IS AVAILABLE



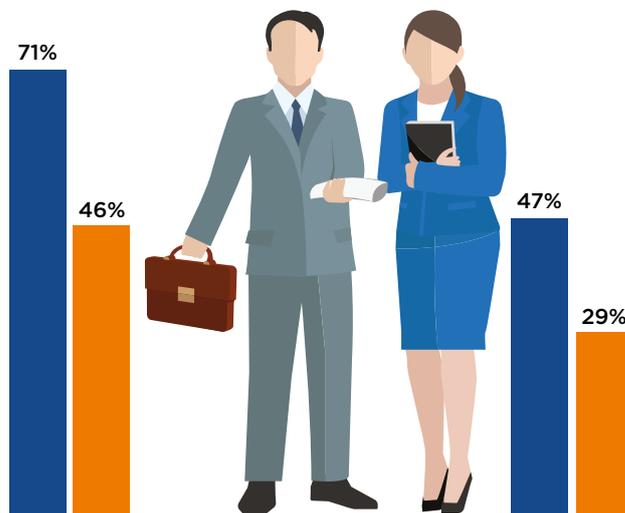
TOP 10 STATES WHERE MAXIMUM HIRING HAPPENS



Gender-wise - Talent Availability and Hiring Intent

The available talent pool size was approximately the same for male and female candidates. However, the inclination for hiring male talent is striking across the surveyed 9 sectors. The hiring intent of 71% for male talent clearly exhibited that gender parity is a distant dream for Indian Corporates.

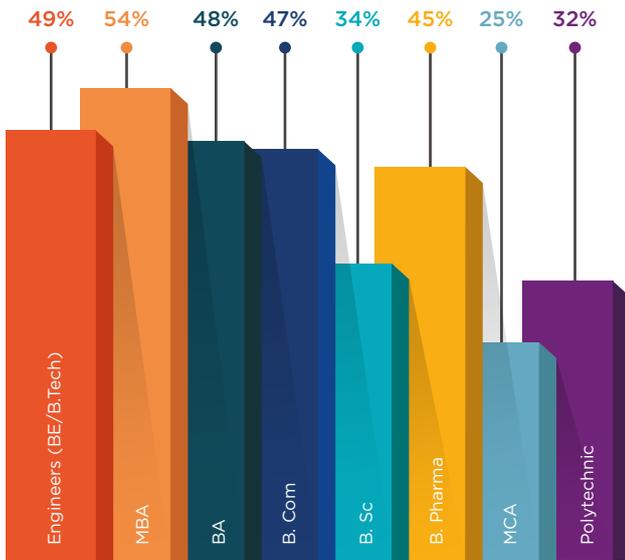
AVAILABLE TALENT POOL



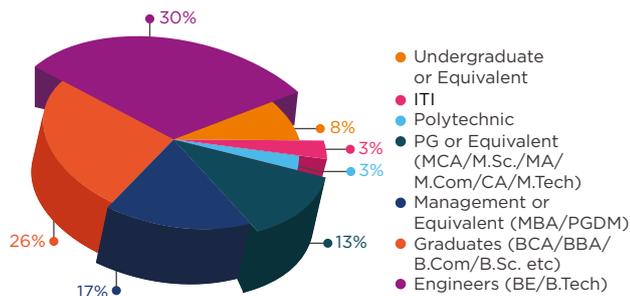
Education Domains - Employability and Demand

- Engineering education is expected to be in maximum demand in 2020, followed by graduation courses - BCA/BBA/B.Com/BSc. etc. The engineers' job readiness declined from last year while the employability of graduates increased, implying that they are ready to accept the upcoming opportunities.
- The increasing demand for graduates from BFSI, e-commerce and BPO, KPO and ITeS sectors will further add as a catalyst.

EDUCATION COURSES WHICH HAVE MORE PERCENTAGE OF EMPLOYABLE TALENT



EDUCATION-WISE HIRING MIX IN ORGANIZATIONS



PRIORITIES FOR GOVERNMENT, BUSINESSES AND ACADEMIA

Our assessment of India's talent supply vis-à-vis its demand brought out an explicit gap in the talent supply-demand equation. Consequently, to address the issues of both students and employers, our report takes the opportunity to express its recommendations to fix the said issues. The way forward covers a path that the Government needs to travel together with the Industry and the Academia to bridge the mismatch between talent supply and demand.

HOW CAN THE GOVERNMENT HELP?



Reforming the education sector – Outdated curriculum is cited as the biggest deterrent in the right skilling of a candidate. Making small tweaks to the system will not be enough. The Government along with the industry and academia could plan to revise the entire curriculum and teaching practices. Reviewing the teachers' training and infrastructure in schools and colleges would be imperative in this direction. Imparting practical-oriented knowledge and helping in cultivating the right attitude among students towards job and learning, beginning at the school level itself will result in effective influence over the individuals. The country needs to benchmark its education system with global standards, since the workforce of the future will be more international than national, competing on global platforms. India sitting on its large demographic dividend of millennials cannot stay far behind. The more the workforce is up for global assignments, the more the country and its industries have to gain.



Need for a unified database – The Government in collaboration with industry and academia could initiate on building a nation-wide, real-time portal – reflecting the jobs, current skills requirement/availability in the industry, and availability of candidates, funds, initiatives, among other information on the same platform – to help all stakeholders.



Policy level changes – The labour laws in the country need to amend to enable labour-intensive sectors such as manufacturing and auto to scale their businesses. Due to stringent laws, auto companies prefer to hire candidates on contract and avert from hiring permanent employees. Further, the policy changes need to take into consideration the plight and convenience of women employees in blue-collared jobs, developing supportive policies for women including child-care subsidies and monitoring the effective reach and implementation of National Creche Scheme to women workers in the unorganized sector. Further, the Government could also step in to set standards for the skill development initiatives driven by industries, especially in advanced technologies and the compensation scales across organizational levels and industries. This will give socio-economic stability to people and make the distribution of money across levels and skills even.



Effective marketing for skill development programmes - The Government needs to make its programmes reach out to every corner of the country through awareness campaigns to motivate more candidates to enroll in these programmes. The gram

sabha and panchayats can be reached out to promote skills development in men and women alike.



Incentivizing corporates for skilling people in emerging advanced technologies such as AI, Robotics, AR/VR and data analytics, and/or for creating mass employment opportunities and internships. The role of MSME in the

country's GDP and job-creation cannot be ignored. Hence, encouraging SMEs and MSMEs to adopt new technologies such as additive manufacturing, engineering design and more could prove to be effective. With 51 million MSME units in the country employing about 117 million people across sectors, constituting 40% of the workforce and contributing 37% share to the total GDP, skilling initiatives at these organisations will have a massive impact on the workforce and the economy.

WHAT CAN THE INDUSTRY DO?



Skilling and re-skilling initiatives -

Companies can collaborate with each other to establish an efficient skilling ecosystem in their sectors. The online learning platforms, collaborating with training centers and colleges in the area or at the city level can be a way that can be leveraged to develop the required skill among the candidates. For instance, 'futureskills' is an initiative by NASSCOM where it is collaborating with the IT/ITeS companies to skill about 2 million candidates in the next 5 years, on 150+ skills, across 70+ jobs, in 10 emerging technologies. Furthermore, reskilling employees across levels should be a constant activity and part of the company strategy.



Increasing women participation -

The industry, in coordination with the government, needs to put the right infrastructure in place for women employees to encourage their participation in the workforce. Women employees should be treated just as men on pay-scale, promotions and work distribution. Parallely, to retain working mothers, the industry should support them by reskilling the women who return from maternity breaks, provide child-care services, flexible work timings and supporting gig work among other initiatives.



Increased involvement with education institutions - Participating in curriculum formation for schools and colleges would align the industry's requirements with education and skilling, across the nation. Further, frequent college visits can be used to make students more

aware of the trends and requirements of the industry. The same can also help counsel students on their career choices. Increasing internship opportunities with the companies and effectively monitoring the progress of students can further help in building the skills and



attitude of the students. Supporting 'train the trainer' programs can help minimize the gaps that might exist in the knowledge of faculty and trainers. For example, in association with the Ministry of Skill Development, IBM is aiming to train 10,000 faculty members from ITIs across India in AI-related education over the next year. Similar efforts can be replicated across industries and institutes to widen the reach of such initiatives.

WHAT CAN ACADEMIA DO?



Inculcate right behavior and attitude

- The academia needs to inculcate the right behavior and attitude among students about jobs and their career. The prevailing problems, for instance, students being unclear about career choices and predisposed attitude towards blue-collared jobs, switching jobs and floor work in the auto company need to be addressed



learning, institutes must consider competencies of its trainers/teachers and maintain infrastructural facilities, which form the building blocks of any institution.



Strong Career Counseling Cells in partnership with Industry -

Students need constant direction and guidance in helping them identify what career stream best matches their abilities, skills and passion. Academic institutions and industry stakeholders need to partner professionally and formally to provide direction and career counselling to students and help them in their decision making process and career pathing. Each industry segment can partner with institutions with complementing curricula.



Formal 2 year internships should be made

mandatory where students get incubated in the professional setting of their choice in a rigorous and tough program that is measured to make them all rounders in that chosen discipline.

Besides focused treading towards the above recommendations, India - a nation that is brimming with young and dynamic talent - can also unlock the potential in alternative opportunities such as fast-tracking women's retention and career growth, and exploring more gig-based and global-level projects. This, we are sure, will empower India not just to reach parity with the global community of professionals in terms of attitude, skills and knowledge, but also to realise its ambition of becoming a \$5 trillion economy in the coming years.



with utmost care. The concept of lifetime learning and preparedness for taking on challenges should be inculcated in the students. Further, academia needs to counsel/guide students to make appropriate career choices and, above all, to follow their passion and not chase pay-checks or give-in to peer pressure.



Making learning learner-driven -

The academia needs to actively seek methods to customize the curriculum and courses as per the students' aspirations and industry requirements. Practical knowledge-based education, interactive learning modules and enhanced usage of online materials and digital aids should be emphasized upon. Further, foundational skills such as cognitive skills, problem-solving, numeracy, business communication and more, should also be equally prioritized as any other technical skills. To support such

Reimagine Accounting and Finance



CIMA has always aimed to drive the profession forward while respecting its heritage and embracing the future. On 31st January this year, we delivered the findings of one of our most important research projects to date, which looked at what the future holds for management accounting.

The report: Re-inventing finance for a digital world, contains the insights of conversations with 5,500 finance professionals, 2,000 employers from over 150 countries. It revealed that current and future finance professionals need to embrace technology to go beyond insight to drive impact, beyond limits to deliver solutions and beyond expectations to create value.

Digital is transforming the Future of Finance and shifting from cost to value, creating change in responsibilities,

new technologies and new skills, competencies and mindset. While it showed that 50% of finance leaders globally, feel their teams' competencies must "change significantly" in the next three years, it also highlighted that most of finance professionals are not growing their skillsets fast enough to make up for the impact of artificial intelligence, robotic process automation and other technologies. In addition, our Agile Finance Unleashed report found that 90% of finance leaders to do not believe that their teams currently have the skills to support the business's digital ambitions.

According to the World Economic Forum, machines and algorithms will handle 52 percent of current work tasks by 2025 compared to 29 percent in 2018. This technology shift could create up to 133 million new job



roles but could also displace an estimated 75 million jobs by 2022. In this context, routine-based and middle-skilled roles in the accounting, client management, industrial, postal and secretarial sectors are the most vulnerable.

When combined with the right digital skills and mindset, basic digital literacy to work in a digital environment can be improved. Technology know-how where deeper expertise are needed and can be contributed. Mindset and behaviours to succeed in a digital environment can also be apparent.

30% identify that the finance function is evolving towards a pentagonal shape in the digital age. This shift creates the opportunity for a rewarding career in finance, and to drive real value to organisations.

To thrive, finance professionals need to develop new digital skills and competencies that complement their traditional finance and accounting skills. They must have basic digital literacy and to be able to understand how digital technologies can disrupt business models. They also need to make a wholesale change in mindset.

Finance professionals must move fast to thoughtfully reimagine what they do and how they do it, or risk being left behind. As their professional body, it is our role to help them navigate these unfamiliar times. This is why in January 2019, we launched our enhanced CIMA Professional Qualification driven by the findings of our extensive and rigorous research programme into the future of finance.

CIMA also has available professional development programmes that individuals are able to undertake be it from IFRS, Cybersecurity, Blockchain and more for skill and competency building.

The finance professionals need to enhance their social and commercial skills to better tell the story of the business, generate new insights and business solutions, and collaborate effectively with their colleagues across their organisation, from sales to HR, and external stakeholders. This will enable them to become influential business partners and value creators delivering real business intelligence to improve both overall company and staff performance.

All this means we have to reimagine, meaning rethinking, relearning, reskilling and reshaping everything we know about accounting and finance. Change has never moved faster than it does today. And it will never move slower.

ABOUT THE CHARTERED INSTITUTE OF INSTITUTE OF MANAGEMENT ACCOUNTANTS

Founded a hundred years ago, the Chartered Institute of Management Accountants (CIMA) is the world's leading and largest professional body of management accountants. You can find our members and students in 179 countries at the cutting edge of finance, working at the heart of organisations to guide decision makers and drive transformation in the digital world.

Building on CIMA's rich heritage and through our work with the American Institute of CPAs (AICPA) to form the Association of International Certified Professional Accountants (the Association) in 2017, we are driving a dynamic accounting profession worldwide and leading both public and management accounting professionals into the future. Together, we are reimagining the world of finance

Bal Bharti's Maghanmal Pancholia College Of Commerce



 **BALBHARATI's**
Maghanmal J. Pancholia College of Commerce

CORE VALUES

Since its inception in 1956, BalBharati has instilled and pursued a set of basic values. These values pursued by BalBharati are worth re-scribing here:

- * All learning is and should be fun.
- * Character development is more important than academic scores.
- * Compulsion and punishment do not lead to any achievements.
- * Corporal punishment is not acceptable under any circumstances.
- * A child and a youth shall not be physically or emotionally abused by teacher or parents under any circumstances.

- * Happiness of child and youth is a goal worth pursuing for schools and colleges.
- * Parental education is as important as faculty development.
- * An educational institution should equally worry and care for hygiene, health and food habits of its pupils as much as focusing on their academic development.
- * Awareness about the responsibility of the youth to value, protect and conserve the environment.

These ideals although were regarded fringe ideas back in 50s, have over the decades become more relevant and acceptable in modern society and have come to signify basic minimum standards for any educational institution worth its salt.

VISION

- To be recognized as a high-performance value-based educational institution that uses state of the art technology to advance learning, teaching & research.

MISSION

- To resurrect the lost art of MAKING CHILDREN HAPPY through dissemination of information and imparting knowledge to the youth.
- To make the process of learning through education, an enjoyable experience.
- To impart quality education to the students in the neighborhood area among general and Gujarati linguistic minority students in particular.
- To provide valuable services in the field of education from pre-primary to graduate level under one roof.
- To motivate the students to achieve academic excellence especially for those coming from a lower-middle-class stratum of the society and vernacular medium.
- To motivate the students to follow a holistic lifestyle by inculcating good hygiene and healthy food habits.
- To mold the character of the students from a tender age so as to imbibe in them the virtues of honesty, sincerity, dedication, punctuality, discipline, integrity and above all patriotism for the nation.
- To develop the personality of the students by organizing various programs like guest lectures on Anti Ragging, Anti Dowry, AIDS awareness, Child nutrition, and care, etc., competitions, social & cultural activities, sports meeting, etc.
- Generate opportunities for the students for participating in various competitions and thereby giving a platform for their overall development.
- To inculcate in students trust for knowledge and excellence.
- To retain the culture and rich heritage of the country in the modern era so as to create a socially responsible citizen of the nation.

PRACTICES

Bal Bharati believes in transforming through training and experience.

We give mentorship, teaching a set curriculum as well as providing hands on experiences which prepares the students for employment and entrepreneurship. We have qualified and committed faculty who challenge and encourage learner's to unlearn learn and relearn modern relevant concepts.

Bal Bharati aims at creating professionals through developing competence and managerial knowledge which will enrich the learner's in developing their careers

ACTIVITIES OF THE INSTITUTION :

Academic Activities

1. At the schooling level the institution is probably the first in establishing a Multimedia School, which is a combination of existing curriculum blended with modern technology learning.
2. At the college level it has started a very unique

and successful HSC Plus program. The learners at Junior college level are exposed to various practical aspects of the subjects that their learning by actually exposing them to real life scenarios maybe banking marketing advertising financing etc

3. The institution has its own School of business wherein young learners are motivated to become future entrepreneurs and giving a substantial value addition to their knowledge base on practical note.
4. Offering Degrees in Bachelor of Commerce, Bachelor of Commerce (Accounting and Finance), Bachelor of Management Studies (BMS) in affiliation with the University of Mumbai
5. Conducting Workshops and seminars on various management, marketing and finance related topics
6. Organizing Industrial visits and field trips to provide real life understanding of the industry and its functioning.
7. Developing analytical skills by assigning curriculum related Projects and obtaining project reports on various finance, marketing, management and human resource development related topics by the Learners
8. Offering Internship in industry to Learners.
9. Organising Commerce and Economic's week for Bachelor of Commerce students thereby encouraging interaction between people from the industry and the learners, sharing of experiences, case studies, problem solving, sharing practical problems in the industry and their solutions etc.

Non-Academic Activities

1. Organising Cultural festival at inter Collegiate levels and Intra college level .
2. Motivating the students to gain hands-on experience in organization, production, designing, marketing, financial planning and execution of events .
3. Conducting various Sports activities, to inculcate discipline, sportsman spirit, mental and physical fitness and team spirit among the learners .
4. Conducting Social Outreach Programmes and Service to the society through various projects of National Service Scheme, fundraising for donations through Joy of Giving, Happiness Unlimited, Gift a Smile so as to develop a sense of social responsibility .
5. Enabling Placement Services for the smooth transition of the Learners from the academic sphere to the workforce.
6. Develop Soft skill and personality development programmes for the all-round development of the students
7. Encouraging the students and the faculty to participate in various paper presentations, paper publishing, workshops and seminars in the subjects of management, banking, finance, commerce, economics, marketing, human resource development etc.
8. For the holistic development of the learners, management is offering exposure to musical instruments classical dancing and stage performances, showcasing their talents through Bal Bharati Natyashala.

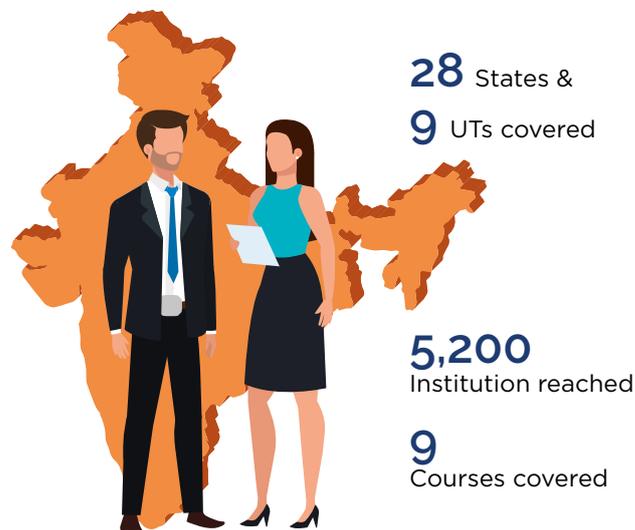
APPENDIX



SURVEY METHODOLOGY & DATA ANALYSIS

The India Skills Report is a consolidated piece of two distinct yet cohesive studies i.e. Wheebox National Employability Test - an employability skill test and India Hiring Intent Survey - a primary research survey. While the Wheebox National Employability Test, WNET, assessed the employability amongst students evaluating their readiness for the job market, India Hiring Intent 2020 studied the hiring trend and preferences of the employers for the next year 2020.

For WNET, we reached out to over 3500 educational institutions and 300 thousand students through an online skill assessment across 28 States and 9 Union Territories. All the responses were collected online through a structured survey including respondents' demographic information. Responses were tabulated and analysed using statistical tools to represent data in this report. The assessment scores were normalised on all demographic parameters to eliminate any possibility of polarisation of data. Students were asked specific questions related to their education along with a psychometric assessment which helped us understand their non-technical skill profile. The outcome of the survey was analyzed around various parameters such as educational domain-specific employability, state-specific employability to get the top 10 states, city-specific employability to get the top 10 cities, gender-specific employability, expected salary ranges, interest for apprenticeship opportunities etc.



India Hiring Intent Survey was carried out by Taggd ,by PeopleStrong - who reached out to more than 1000+ organizations/corporates from 14 different sectors. An online survey conducted between September and November received 150+ completed responses which were considered for the analysis.

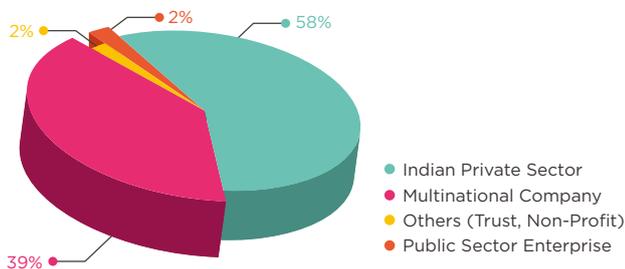
Below are further details on respondent profiles of this report:

1. **Total Survey respondents** - 200 from 14 sectors
2. **Qualified respondents** - 150+ from 9 sectors

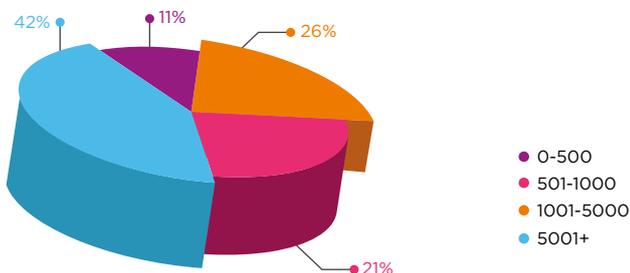
THINK TANK SERIES

To support the analysis, we conducted 4 focus group discussions in 4 metro cities with more than 200+ corporates leaders and academicians. From the discussions, we understood their challenges and what they would like to suggest to the government, academia and industry as solutions to these challenges.

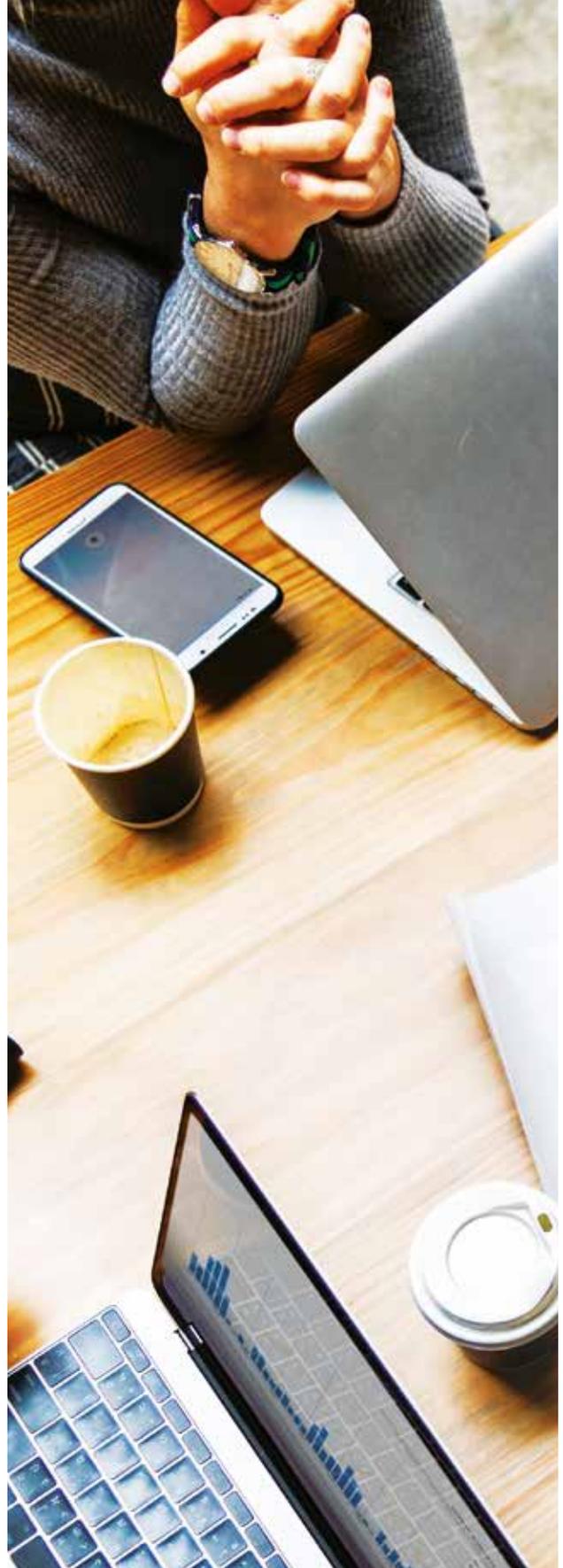
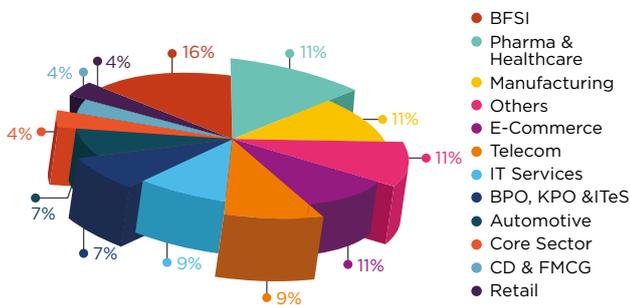
PARTICIPATION BY COMPANY TYPE



PARTICIPATION BY COMPANY SIZE



PARTICIPATION BY INDUSTRY TYPE



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Overview - Editorial Piece

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